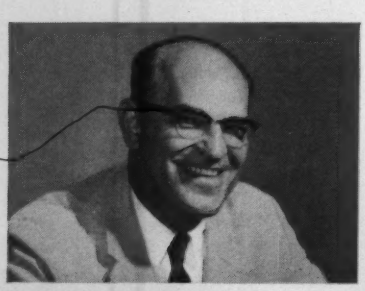
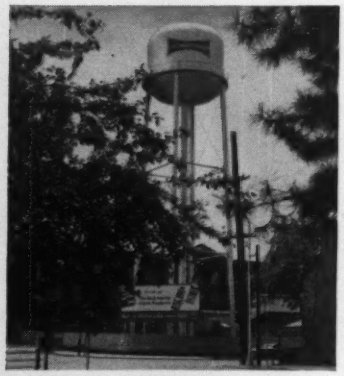
Office Management
and AMERICAN BUSINESS

The Magazine of Administration and Systems · June 1960

Executive recruiters – they always get their presidents
How the True Temper Corp. automated sales order writing
Put your employees on pedestals – it pays off in profits



JOSEPH J. GREIPP, TREASURER of Fels & Company.



HOME OFFICE OF Fels & Company.

A NATIONAL SYSTEM is fast, accurate, efficient.

FELS PRODUCTS are well-known by housewives throughout the United States.

"Our *National* System saves us $7,800 a year... returns 112% annually on investment!"

—**Fels & Company,** *Philadelphia, Pa.*

"Our National System has served us well through savings—money savings; time savings," writes Joseph J. Greipp, Treasurer of Fels & Company, manufacturers of soap products since 1846.

"Let me give you an example. Under our old method, monthly statements took at least twelve days to complete. Today, our National System provides us with this information within five days. Half the time it used to take us. Besides, we now have the confidence that these figures are correct. Our National System totalizes all data automatically, thereby eliminating mental computation errors.

"Moneywise, our National System has also given us remarkable savings. It's no wonder we recommend them so heartily, because our National System saves us $7.800 a year . . . returns 112% annually on investment."

Joseph J. Greipp

Treasurer of Fels & Company

Your *business, too, can benefit from the many time- and money-saving features of a National System. Nationals pay for themselves quickly through savings, then continue to return a regular yearly profit. National's world-wide service organization will protect this profit. Ask us about the National Maintenance Plan. (See the yellow pages of your phone book.)*

*TRADE MARK REG. U. S. PAT. OFF.

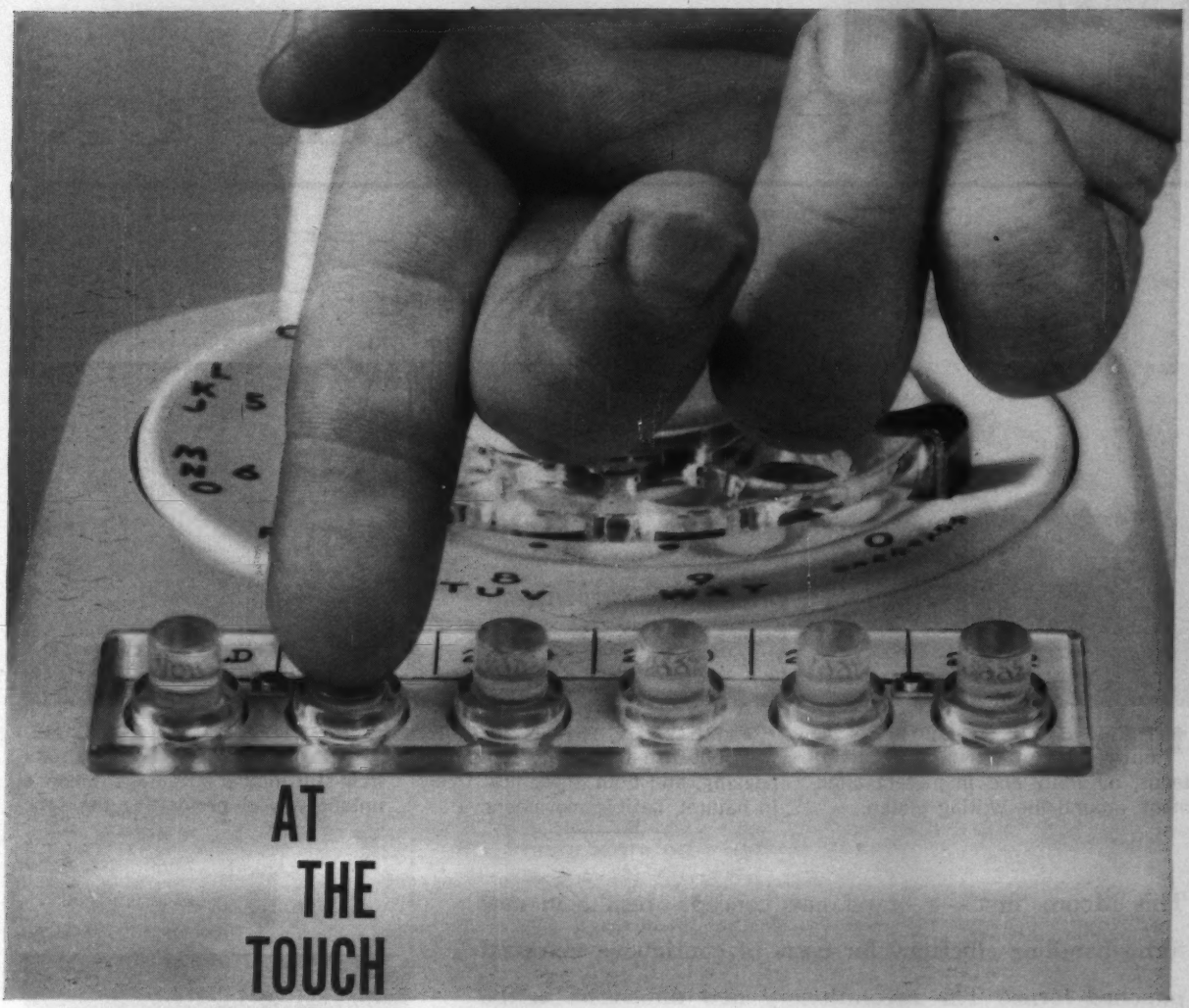
National*

ACCOUNTING MACHINES
ADDING MACHINES • CASH REGISTERS
NCR PAPER (NO CARBON REQUIRED)

THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

1039 OFFICES IN 121 COUNTRIES • 76 YEARS OF HELPING BUSINESS SAVE MONEY

Use Readers' Inquiry Coupon on Page 98



AT THE TOUCH OF A BUTTON *your phone becomes an intercom*

Here's real versatility. Just press a button and your office phone becomes an intercommunicating system. This ultra-modern Bell System intercom lets you:

TALK WITH OTHERS in your office, plant or store just by pushing a button or dialing.

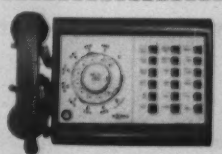
HANDLE OUTSIDE as well as intercom calls on *one* phone. *No extra equipment on your desk.*

CONFER with as many as 6 persons at once, again just by pushing a button or dialing.

ADD ANOTHER PERSON to an outside call, then stay on the line or get off, as you like.

The Bell System intercom will increase the efficiency and convenience of your telephone service—help you get more done, serve your customers better. Skilled Bell Telephone technicians will tailor it to your exact needs. No capital investment. No added cost for maintenance.

Get all the facts on how this new intercom service can improve your communications—profitably. Just call your Bell Telephone business office and ask for a representative to visit you at your convenience. No obligation, of course.



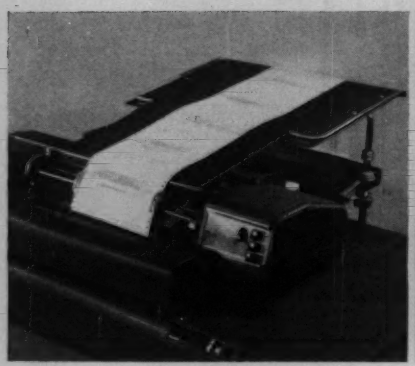
New Call Director telephone provides as many as 30 push-buttons for maximum use of intercom service features.

BELL TELEPHONE SYSTEM

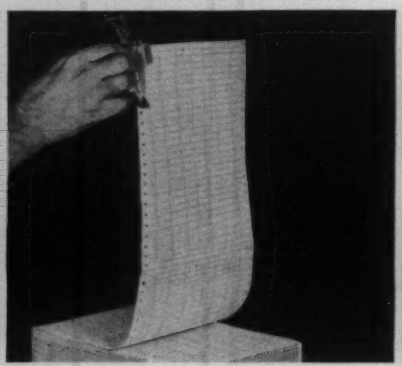
NEW

Moore Speediflex

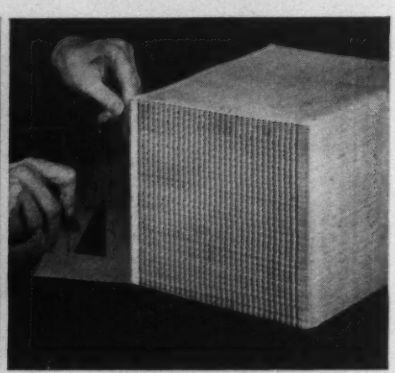
GIVES YOU THESE THREE FORMS-HANDLING BENEFITS



1 PERFECT FEEDING—The entire set of parts and carbon feeds, naturally and in perfect alignment, around the writing platen.

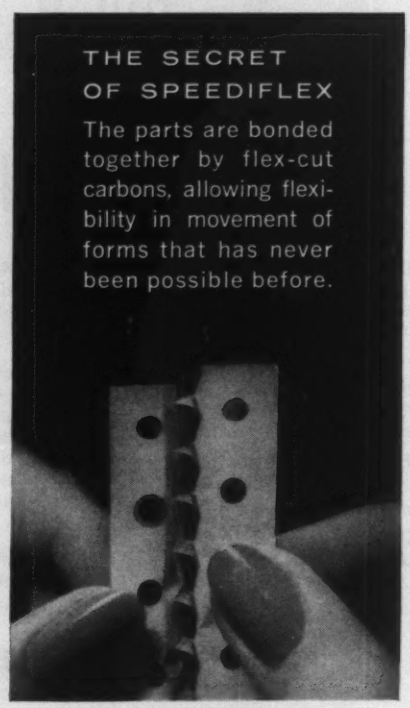


2 PERFECT REGISTER, because there's no tenting or peaking, and both sides flow freely in natural, flexible movement.



3 PERFECT REFOLDING in neater square packs results from still another advantage—Moore's unique way of perforating the sets.

This Moore 'first'—a brand new concept—results in new forms-handling efficiency for users of continuous marginal punched forms. The revolutionary new dimension is the flex-cut carbon. It acts as a flexible bond between the various parts, and allows the Speediflex unit to flow naturally without 'tenting' or 'peaking,' aligning at the point of writing for perfect part-to-part register. This great new form introduces many other forms-handling benefits. For a demonstration, look up the Moore man in the telephone directory or write the nearest Moore office.


THE SECRET
OF SPEEDIFLEX
The parts are bonded together by flex-cut carbons, allowing flexibility in movement of forms that has never been possible before.

Speediflex is a patented product of Moore Business Forms, Inc.

MOORE BUSINESS FORMS, INC., Niagara Falls, N. Y.; Denton, Texas; Emeryville, Calif. *Over 300 offices and factories throughout the United States, Canada, Mexico, Cuba, Caribbean and Central America.*

MOORE

Build control with

MOORE BUSINESS FORMS

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Office Management
and AMERICAN BUSINESS

Office Management established 1940; *American Business* established 1930. This publication incorporates *System* magazine, founded in 1900, and *Business Equipment Topics*, founded in 1905.

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Now they're transmitting data via microwave to computers for processing. Here an IBM high speed printer at North America Aviation's Los Angeles Division turns out paychecks on the basis of information transmitted from a distant plant. Story on page 32.

June, 1960
Volume XXI, Number 6

They always get their presidents
The fast expanding field of executive recruiting is solving many companies' needs for top-echelon management personnel
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True Temper Corp. gets complete operating guides as by-product of automatic order writing, invoicing
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Don't overlook the little leaks
Too many small inefficiencies in an office presumably well organized can spell trouble
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IBM, RCA show giant systems

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Sir Simon wars on needless paper
"We refuse to pay fivepence to remove the safe to recover sixpence that rolled under it," says British businessman Sir Simon Marks about needless business paperwork
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Office design
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Is brainstorming really effective?
Widely touted technique doesn't really increase output of ideas, while quality suffers
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Coming Events

AMA Special Marketing Conference. New York, June 1-3.
Sponsor: American Management Association.
Place: Biltmore Hotel.

International Consumer Credit Conference. Chicago, June 5-9.
Sponsor: National Retail Credit Association.
Place: Palmer House.

Seminar on Recruiting College Graduates and Management Seminar on How to Interview. New York, June 6-10.
Sponsor: Institute of Occupational Research.
Place: Statler-Hilton Hotel.

Canadian National Business Show. Toronto, June 6-8.
Sponsor: Canadian Business Equipment Manufacturers Association, Inc.
Place: Automotive Building, Exhibition Park.

CIA Midwestern Regional Conference. Milwaukee, June 9-11.
Sponsor: Controllers Institute of America.
Place: Hotel Schroeder.

IIA Conference. Milwaukee, June 12-15.
Sponsor: Institute of Internal Auditors.
Place: Hotel Schroeder.

CIA Northeastern Regional Conference. Montreal, June 16-18.
Sponsor: Controllers Institute of America.
Place: Queen Elizabeth Hotel.

NAA Conference. New Orleans, June 19-22.
Sponsor: National Association of Accountants.
Place: Hotel Roosevelt.

NMAA National Conference. San Francisco, June 22-24.
Sponsor: National Machine Accountants Association.
Place: Mark Hopkins and Fairmont Hotels, Masonic Auditorium.

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NATIONAL BISCUIT COMPANY

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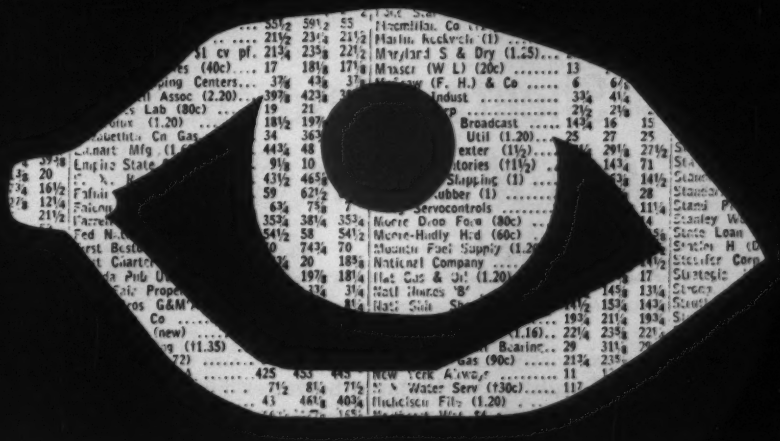
PHILLIPS PETROLEUM CO.

TIME, INC.

AMERICAN OIL CO.

MAGNOLIA PETROLEUM CO.

THESE 17 COMPANIES HAVE A NEW EYE FOR BUSINESS



IT'S THE FARRINGTON OPTICAL SCANNER. Oil companies, utilities, food processors, publishers... all these businesses are discovering that Optical Scanning simplifies their high-volume processing of bills, dividends, invoices.

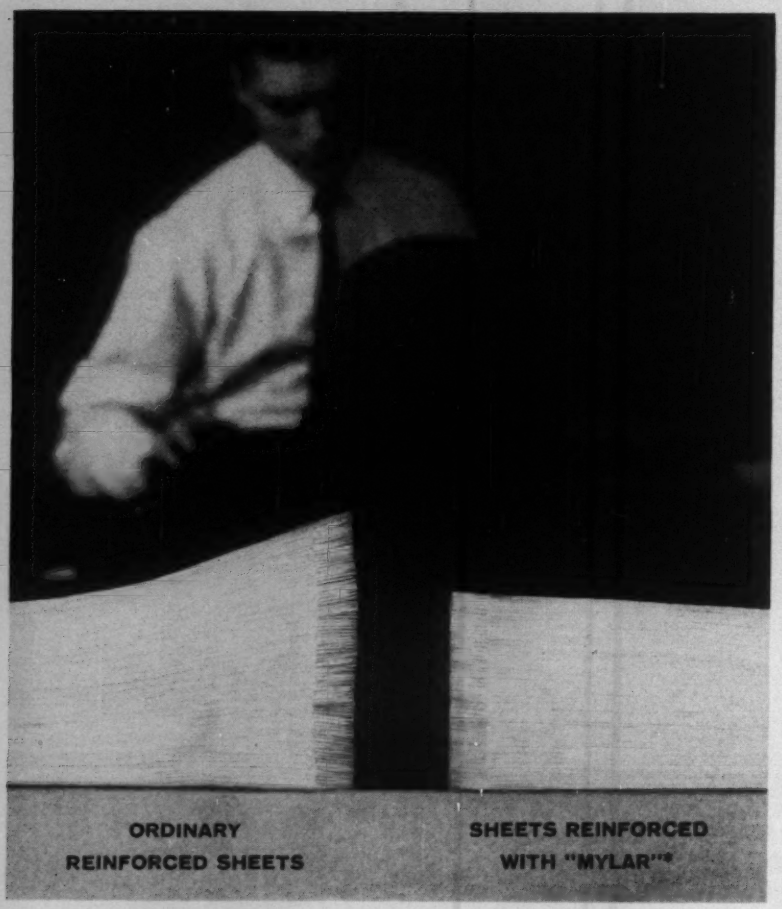
Our Optical Scanner—also known as the EYE—reads imprinted data from documents of varying sizes, then translates what it has read into punched cards, perforated tape or computer tape... the "languages" understood by automatic business machines. The EYE processes between 75,000 and 150,000 documents a day.

Optical Scanning is the most versatile way of preparing business documents for processing. Because the EYE sees its data, there is no need for special inks or papers. The Farrington Optical Scanner can read almost any type face, any character, and can also be programmed to read symbols.

Leading companies like the ones named above are sold on Optical Scanning as an efficient, cost-cutting process. If you have three or more operators who read and punch, chances are that you can profitably use a Scanner, too. Only Farrington makes it.

For further information, write Farrington Electronics Inc., Needham Heights 94, Massachusetts

FARRINGTON®



Sheets reinforced with Mylar® lie flatter feed faster . . . cut costs

No need for slow, costly hand feeding when you use sheets reinforced with "Mylar". Tough, thin "Mylar"* polyester film reinforcing lets sheets stack evenly, makes possible economical, high-speed printing . . . up to 9,000 sheets per hour on standard equipment.

Also, with sheets reinforced with "Mylar" you can use less costly two- and three-ring binders and still cut replacement costs, insure against pull-out at the ring holes.

Ask your supplier for sheets reinforced with "Mylar" today. You'll be happy to learn they're less expensive than the old-fashioned kind. The Du Pont Co., Film Department, Wilmington 98, Delaware.

*"Mylar" is Du Pont's registered trademark for its polyester film. Du Pont manufactures the base material—"Mylar"—not finished reinforced sheets.

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BETTER THINGS FOR BETTER LIVING
. . . THROUGH CHEMISTRY

DU PONT MYLAR® POLYESTER FILM

Use Readers' Inquiry Coupon on Page 98

As this issue of OFFICE MANAGEMENT and AMERICAN BUSINESS goes to press, the editors would like to call attention to the 41st international conference of the National Office Management Association which is being held in Montreal. A full report of the meetings will appear in the July and August issues.

Office space situation is worst since war

Despite the high volume of office construction since 1947, business now faces as tight a space situation as existed immediately after World War II, according to real estate broker Joel E. Mason.

"Any corporation seeking top quality large space in new buildings for this year would have extreme difficulty," he points out.

"Space in large amounts of 200,000 to 300,000 square feet will not be ready until mid-1961 and well into 1962. Companies needing such areas must begin negotiations now if they are to be able to assure themselves of their needs even then."

As an indication of the current office space deficiency, Mason cites the status of several new buildings in New York as of the beginning of the year. In the Union Carbide Building less than 10,000 square feet are left. In 575 Lexington Avenue less than 15,000 square feet are available.

Sizable portions rented

"As a further indication of what is in store for 1961," Mason adds, "sizable portions of new buildings just started at 633, 733, and 850 Third Avenue are already committed.

"Large users who want space in these buildings must begin negotiations now or find only sections available instead of large floors.

"With expansion of the national economy continuing at a high rate, and with completion of new space several years off, it is clear that supply will be just keeping pace with demand.

"As office space in older buildings is vacated by corporations going into new structures, the vacated space will be filled immediately by companies not yet ready to move into new buildings."

Accept this silver-dollar paperweight FREE

Genuine U.S. Silver Dollar in heavy Lucite

...and see how a Marchant can cut your figuring time 25% or more!

You can profit by using a Marchant figuring machine that *turns out more work faster.*

We'll give you a beautiful and unusual Silver-Dollar Paperweight, just for seeing this happen on typical figuring jobs of your own. See how a fast-stepping Marchant calculator would save you time and money by slashing costly overhead.

There's a Marchant model specially designed for your kinds of figuring, and it is easy to own on your choice of a variety of time-payment and leasing plans. Generous trade-ins, too.

World's fastest desk calculator

A Marchant calculator operates at twice the highest speed of any other calculator. The fully automatic ***transflo*** model, illustrated, also has an exclusive transfer key that eliminates many hand operations from chain figuring, such as invoice multiplications followed by discounts and taxes. This feature alone can cut your figuring time 25% or more!

Send for your paperweight today!

Receive a gleaming, American silver dollar encased in a handsome block of jewel-clear Lucite. No printing or advertising. A distinctive, where-can-I-get-one-like-it conversation piece for your desk or home.

Attach coupon to your business letterhead and mail today!

MARCHANT

Fine calculators and adding machines of advanced design

GOLDEN ANNIVERSARY 50 1910 · 1960

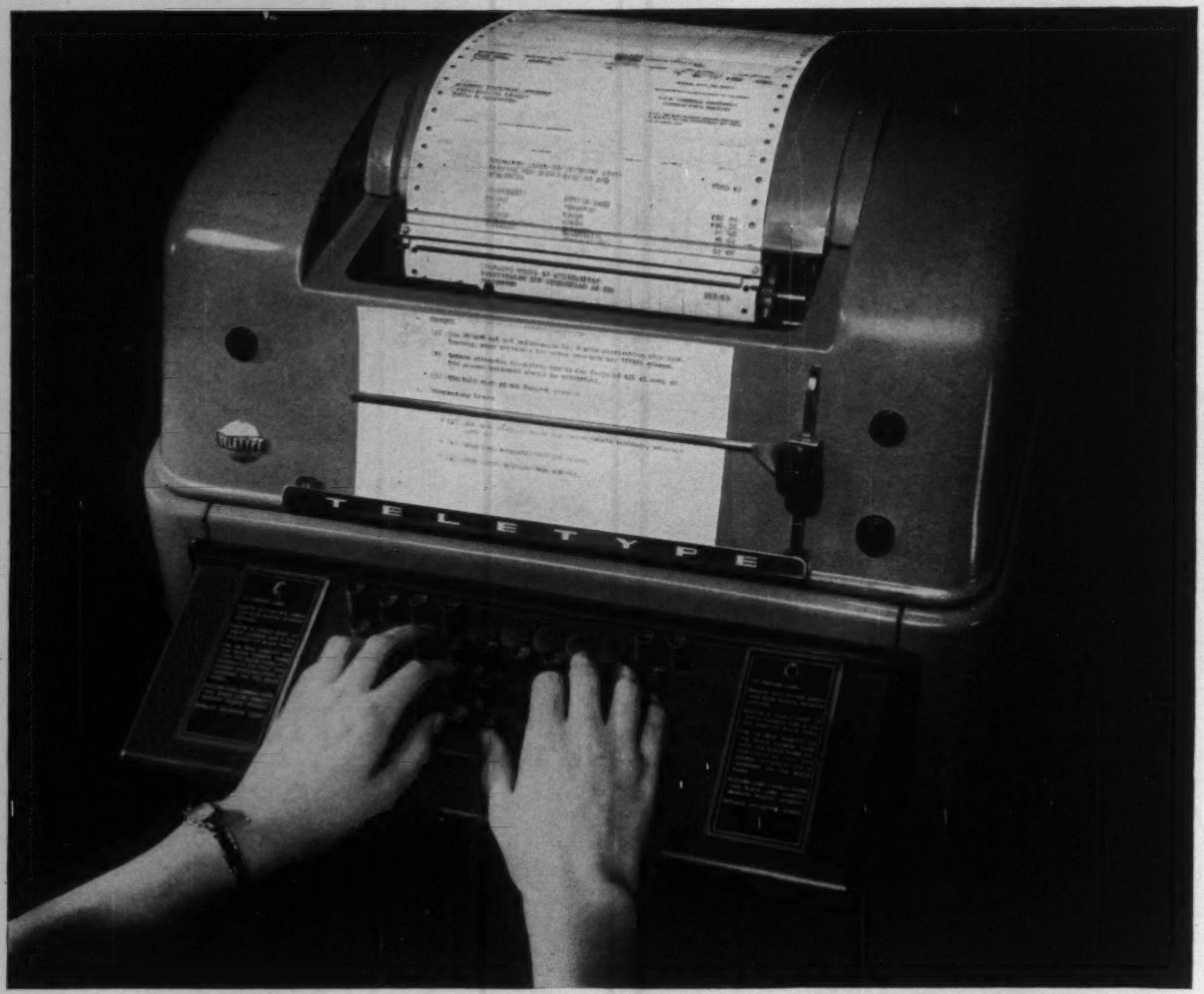
Marchant Division of SCM Smith-Corona Marchant Inc.
Oakland 8, California

Please instruct the nearby Marchant office to deliver my free Silver-Dollar Paperweight when it is convenient for me to try a Marchant Transflo calculator on my own figurework, without obligation.

NAME _____

TITLE _____

Request honored only when made with this coupon, with name and title filled in and business letterhead attached. Limited stock—offer subject to supply on hand. E-6.



Teletype machines help cut costly paperwork

A Teletype machine equipped with a simple sprocket-feed mechanism can handle multi-carbon forms as readily as the more familiar plain paper on which messages are transmitted. Thus distances can be bridged not only with information, but with information that is preprocessed, ready to go to work.

Example: A sales order is transmitted from branch office to home office and reproduced accurately and precisely on a form in the Teletype machine—with carbons for production, accounting, shipping, etc. No further order-writing effort needed, no recopying errors.

Teletype printers handle a wide variety of multi-copy forms. Moreover, the usefulness of this technique can be further extended with Teletype tape punching and reading equipment—which can capture, store and utilize repetitive data to further mechanize paperwork procedures.

Teletype Corporation manufactures this equipment for the Bell System and others who require the finest in data communications equipment.

Typing Tape Punch

Tape Reader

Send-Receive Page Printer

Automatic Send-Receive Set

FREE Model 28 line folder. Write Dept. 35F, 4100 Fullerton Avenue., Chicago 39, Illinois

TELETYPE®
CORPORATION
SUBSIDIARY OF *Western Electric Company* INC.

See Teletype Corporation's equipment exhibit at the National Machine Accountants Association Conference, June 22-24, San Francisco, California.

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THOMAS V. MURPHY

THOMAS V. MURPHY, editor-in-chief of this magazine and the other Geyer-McAllister Publications for 36 years prior to his retirement in 1957, died in New York on April 27.

Although Tom had not been part of our day-to-day office lives for the past few years, his death affected each of us as sharply and poignantly as though he had just left us the previous evening. Each of us has his own favorite individual memories of Tom, of course, but they all have these three things in common: they are warm, they are affectionate, they are based on deep respect for him as a man and as an editor.

"As a man and as an editor . . ." In each way, he was exceptional, and perhaps this was so because his personal and professional characteristics were so complementary. He was gentle in personality, decisive and determined as an editor; indulgent as a friend, meticulous as a professional.

In his long term as head of this organization's editorial department, he was responsible for the inauguration of many of our most valuable features and departments. It was during his term, too, that this magazine was successfully launched and developed.

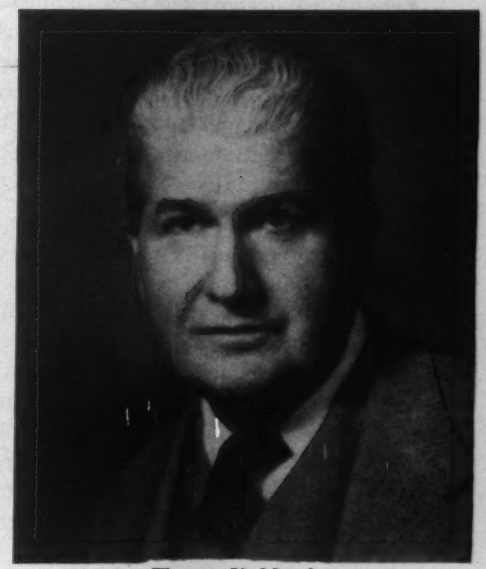
All his many accomplishments were achieved despite the crippling effects of an early illness—effects which were with him through most of his life. It was characteristic of the man that this affliction, which so many would have used as an excuse and a refuge from daily problems and pressures, was never reflected in the goals Tom set for himself, or the standards he set for his department.

In writing the traditional editorial sign-off symbol, "30", to the life of a colleague and a friend, we say again for the last time:

"Thank you, Tom."

Robert M Smith

Editor



Thomas V. Murphy

New from Royal Precision... RPC-9000

THE LOWEST-PRICED COMPLETE DATA PROCESSING SYSTEM ON THE MARKET TODAY!

Economical design: The new, completely-transistorized RPC-9000 is designed for serial mode of operation. This feature utilizing magnetostrictive delay lines for high-speed memory permits great reduction in original equipment costs. Tape transports using continuously revolving loops of magnetic tape rather than "start-and-stop" techniques further cut initial investment.

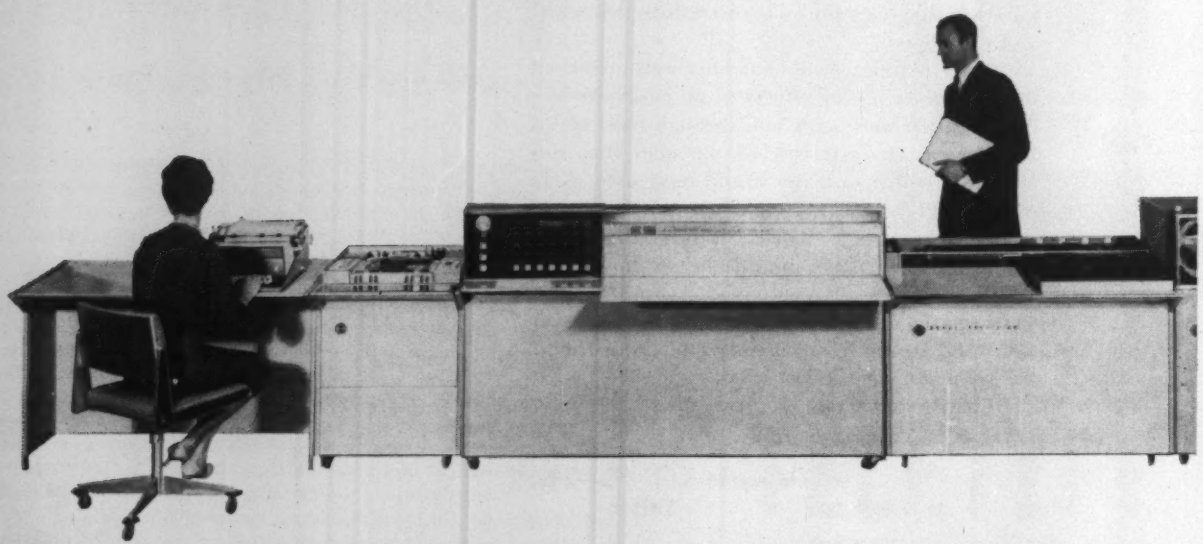
Efficient operation: The RPC-9000 processes data "in line." Data are accepted in random order, and all affected records are automatically updated in a single uninterrupted sequence of operations. No batching or sorting is necessary. Data are recognized by content, not location. This eliminates the need for location codes, and allows efficient utilization of storage capacity. Eight separate records are searched simultaneously. Completely buffered input-output permits simultaneous operation of all system components.

Tailored to your needs: With the RPC-9000 you buy the exact amount of data processing you require. Start with the basic system—computer, tape-typewriter, magnetic tape storage unit. Then, as your volume grows, you can add high-speed paper-tape punches and readers; punched card readers; line printers; additional tape typewriters; more magetic tape cartridges; more internal memory. You can operate up to 30 of these devices at the same time.

Economical in use: The RPC-9000 is designed for ease of operation and maintenance. It uses power from any ordinary wall outlet, requires no air conditioning or site preparation. This low-cost system will perform the full range of your data processing needs. See your nearby Royal McBee Data Processing Systems Sales Representative without delay, or write to the address below for comprehensive brochure.

Royal Precision Corporation

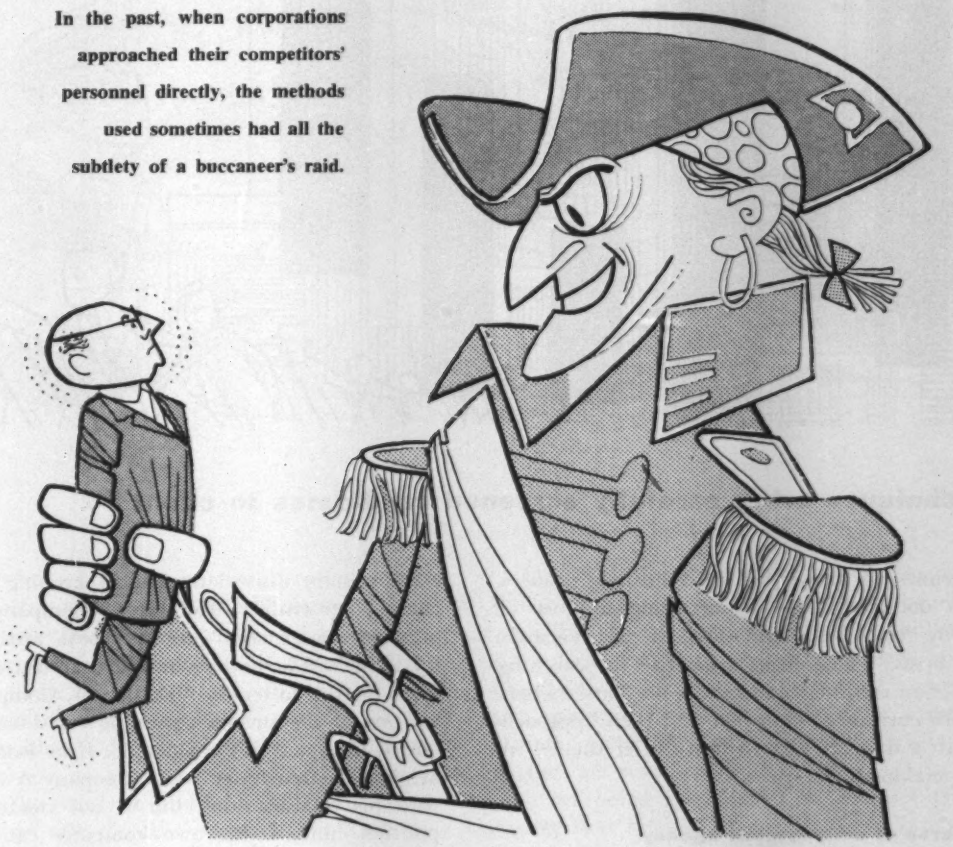
Royal Precision—producers of the LGP-30, the RPC-4000 and the RPC-9000—is jointly owned by the Royal McBee and General Precision Equipment Corporations. Sales and service are available coast-to-coast, in Canada and abroad through Royal McBee Data Processing Offices.



MARKETED BY ROYAL McBEE, DATA PROCESSING DIVISION, PORT CHESTER, N. Y.

If you have sales ability, and are interested in electronic data processing contact your nearest Royal McBee Data Processing Office, or write Sales Administration Director, Royal McBee Corporation, Port Chester, New York.

In the past, when corporations approached their competitors' personnel directly, the methods used sometimes had all the subtlety of a buccaneer's raid.



THEY ALWAYS GET THEIR PRESIDENTS

The fast-expanding field of executive recruiting is solving many companies' needs for top-echelon management personnel

By ROBERT M. SMITH

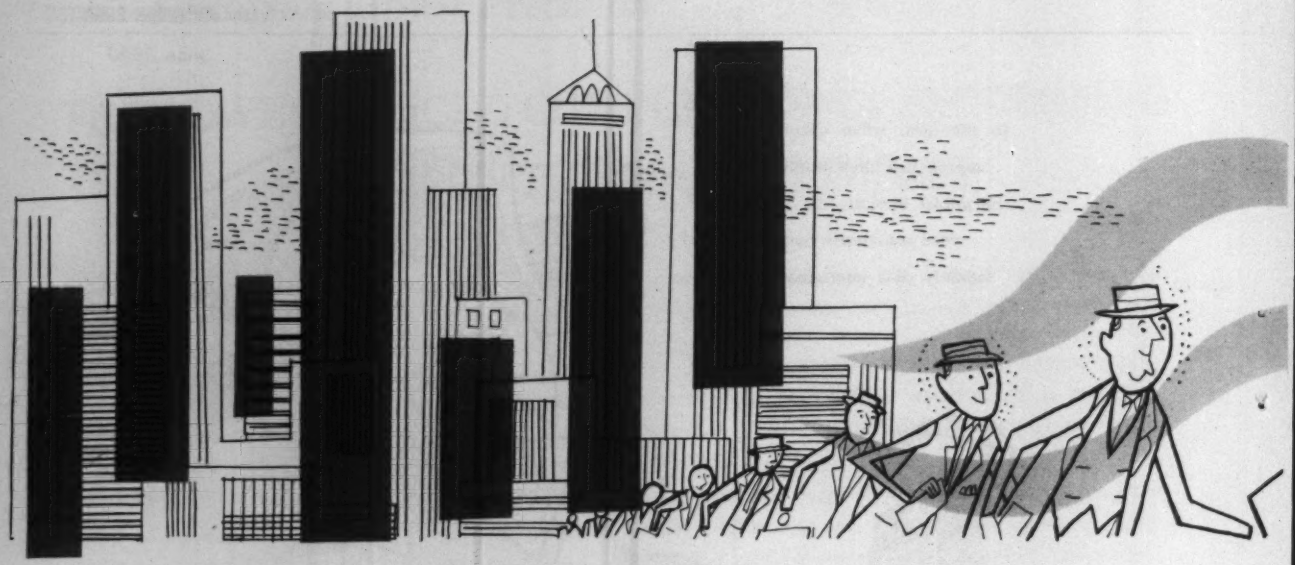
IF YOU should receive a sealed letter marked "confidential" in your office mail one morning—

If the return name and address are unfamiliar to you—

The chances are good that you will find that it contains a very attractive job offer, or at least a strong suggestion of an offer, from a consultant on behalf of an unnamed company or organization. The general type of organization will be described, the salary plateau will be stated, the qualifications desired for the job will be enumerated.

And you'll find, in most instances, that those qualifications match pretty closely your own education, background, and job experience.

This pattern is becoming more and more familiar to executives across the country these days as manage-



New techniques bring carefully screened candidates to client

ment intensifies its search for good business leaders. Business is doing this in an increasing number of instances by employing the services of executive recruiting firms. These firms specialize in searching out the likeliest candidates for a job, no matter where the men are currently employed, and then approaching them in a discreet way to find out if they're interested in making a change.

Exact reverse of employment agency

The process, which is usually only employed in the case of openings commanding at least $15,000 a year, is thus exactly the reverse of that used by an employment agency. All fees and expenses are paid by the client company rather than the job candidate. And it is the candidate who is approached by the agency, rather than the other way around.

But how and where does the agency, which is very often totally unknown to the candidate, get his name? And what follows if he is interested in the job described?

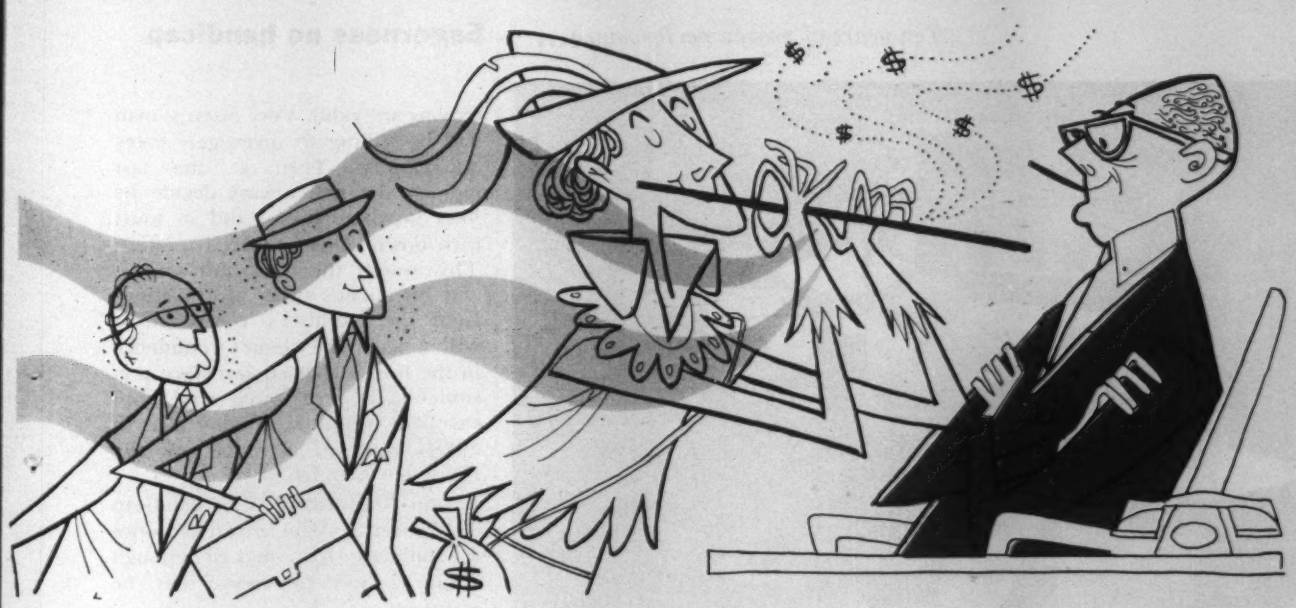
Most often the name comes from a "source" person—a leader in the industry or trade the candidate represents, who is asked by the recruitment firm to nominate various men who, he feels, could fill the job opening. The "source" also gets a complete description of the position to be filled, although the client company's name is held back from him, too. Thus, the recruitment firm in approaching a candidate is really negotiating from a perfectly cold start.

That this has possible dangers for the client company is quite clear, and this is the reason for the extraordinary discretion used in keeping the client's name confidential. After all, if Company A has an opening for a major executive post which it cannot fill from within its own ranks, that fact might be of great interest to its close competitor, Company B. And yet one of the strongest possible candidates might be one of Company B's key people. If he learns from the original "search letter" that Company A needs a man with his qualifications, but is not interested in the position himself, his own company can very easily exploit the weakness revealed by its rival.

Thus, even when a man calls back the executive recruitment firm after having been contacted, the chances are that it will not let him know the name of the company which has authorized the search. Usually, he must at least write the management consultant expressing an interest, but refusing to make any further moves until the client company's name is revealed.

Even here, the executive recruiter may refuse to reveal his client unless the candidate comes in for a face-to-face interview. At such an interview, the candidate may, of course, be disqualified by the consultant. If he seems a very good prospect after the interview, normally the next step would be for the client to meet him anyway, so there would be no need for further secrecy.

The degree of secrecy used is generally dictated by the client's own directions. If a man from out-of-town is solicited, of course, the executive recruiter, all other things being equal, is apt to give him the client company's name when asking him to travel to his office for the direct interview.



The interview with the executive recruiter (which almost invariably is a necessary precedent to an interview with the employing company) is not the only hurdle the prospective candidate faces, however. Various checks will be run on him as well. Usually, these take the form of reference checks, but not of the references he himself has furnished to the recruiter. Some executive search firms will deliberately avoid using any of the references the man himself has listed, but will instead talk to other people in his company, with equal emphasis given to subordinates, colleagues, and superiors. Other firms will check the man's references, but in doing so will ask each business reference to suggest the names of other people who have worked for or with the candidate. These will then, in turn, be contacted. All checking is done on a direct basis, either by personal interview or at least by 'phone call.

More intensive investigation may be made

Unless serious handicaps are suggested by these checks, this is usually enough to satisfy the recruitment firm. However, if any real discrepancies appear, or there is a hint of some serious difficulty given by any of the man's former workers or co-workers, his personal life may be investigated as well. Executive recruitment firms have been known to investigate a candidate through his neighbors, his bank, his minister. Although most of them are reluctant to do it, they may even hire private detectives to run a very thorough check on his entire home life, as well as his business background. Retail credit checks, too, are fairly common. The candidate, like Caesar's wife, had better be above reproach.

The whole sequence grinds into action when a candidate first admits he might consider an offer if it is attractive enough. Perhaps "admit" is the wrong word. Executive recruiters generally distrust an attitude of apparent reluctance on the part of a candidate. He may make as many conditions as he wishes, but recruiters prefer the man who seems really interested to the one who wants to be shown. Thus, the man who on being approached, is really intrigued but figures that he will play hard-to-get, can very easily lose out just because of this apparent reluctance.

This may seem difficult to believe in an era when people are so thoroughly alerted to the economic perils of ever seeming too eager about anything, but the

Some firms use direct 'phone approach to candidate.

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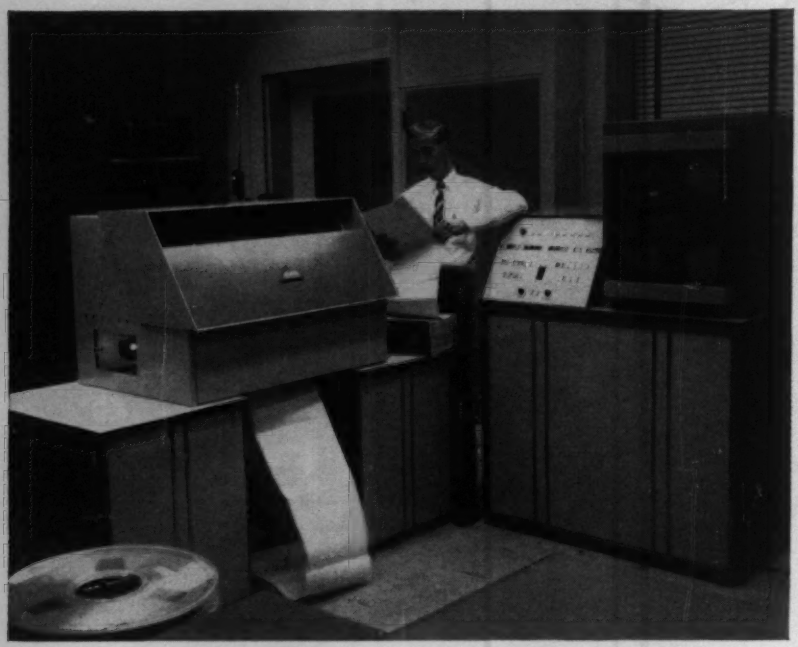

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Eagerness no handicap

reasons are valid. Very often a man will be willing to investigate every opportunity. Then at the last moment he will always decide he likes it where he is, and so must turn down other prospective offers. This wastes the consultant's time, and his client's time. More serious from the recruiter's viewpoint, it will weaken the client's confidence in the firm he has chosen since presumably it will only send him excellent candidates, who are, in effect, eager to take the job the client has to offer.

Thus, enthusiasm is no handicap —is indeed a slight advantage once a candidate has learned enough about a job to know that he wants it.

Telephone or letter?

The initial approach to the candidate, which is always guarded, may be carried out by letter or 'phone. One New York firm which divides all candidates into "Aces," "3's," "2's," and "1's," will always use a 'phone call for its hottest candidates – the Aces and the 3's. It will use a letter approach for its peripheral candidates–the 2's and the 1's. Other executive recruitment firms use both approaches for all candidates.

The primary weakness of the 'phone call technique is that it may catch a man in his office at a moment when it is almost impossible for him to talk freely, and the whole search may collapse at that moment as far as that particular man is concerned. Its strength is that the man, when he is caught more or less unprepared, will very often give the recruiter on the 'phone a much clearer idea of *what* his instinctive reaction (and therefore his whole attitude toward job change) is than he will when he's had time to mull over a letter, and form his own carefully worded and considered reply.

The letter approach is considered by most firms to be quite satisfactory. Generally, the first approach letter to a candidate is very guarded. The job, and the qualifications required of a successful applicant, will be described. There will be a definite implication in the closing

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DEALER INQUIRIES INVITED

Sources always sought

paragraphs that the addressee may be interested himself, or failing that, may know of someone else who would be. The executive recruiter is always on the lookout for sources, and although a man may be completely uninterested in a job himself, he could represent a good source for further leads.

Assuming the candidate is interested, it's best for him to write back suggesting that he might be just the man the letter describes, giving a very brief resumé to document his point. Most firms prefer that the resumé be brief, and job history given in reverse chronological order. It should not exceed one page in length—not at this stage of the game anyway—but should highlight the aspects of the candidate's career that seem to fit most closely the outline of the job that has thus far been given him.

Step Two generally is for the management consultant to get in touch again with the candidate, asking him to meet with the recruiter for an interview, or, if he's from out of town, to write more fully about himself. At this point, unless the utmost secrecy is demanded by the client, very often the client's name is revealed, along with considerably more detail about the job opening.

In this instance, if the man is from out of town, and a personal interview has not yet been set up, a very detailed resumé is quite acceptable and even desirable.

Generally, most firms prefer this second letter information to be in the man's own words, and avoid sending him a form or outline to fill in. Somewhere along the line, though, either with the first letter, or the second, every executive recruiter is anxious to have the following information about a candidate:

Statistical information: His age, his marital status, the number and ages of his children, if any.

Information about his outside activities: What civic activities he is involved in, what honors, if any, he has received, etc.

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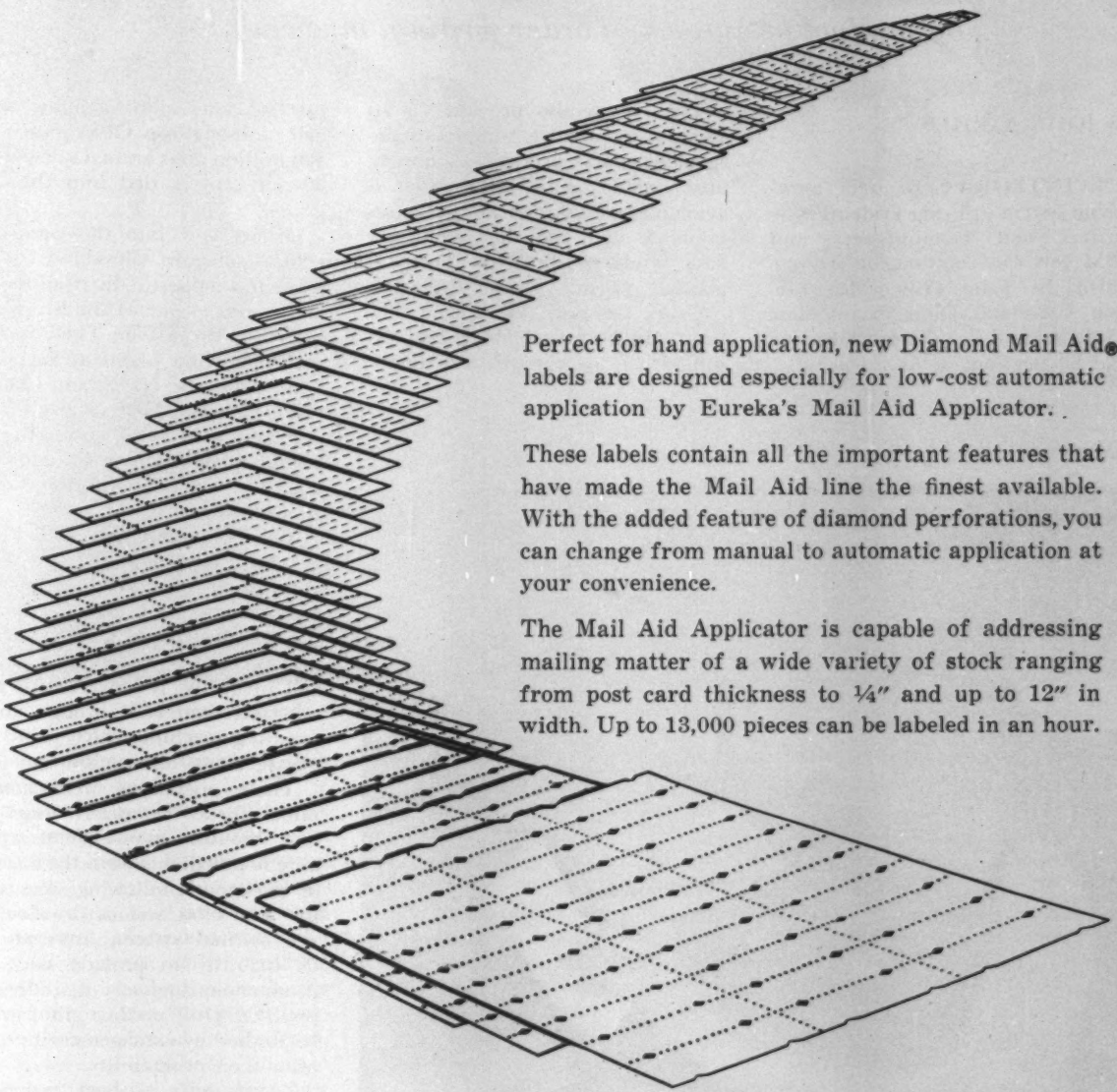
LOOK FOR THE DIAMONDS



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NEW SYSTEM SPEEDS MANAGEMENT DATA

True Temper Corp. gets complete operating guides as by-product of automatic order writing, invoicing.

By JOHN A. RHEA

AN INTEGRATED data processing system utilizing Friden Flexowriters and Computypers and IBM tab card equipment has enabled the True Temper Corporation, Cleveland, Ohio, to automate 75 per cent of its sales order writing and 90 per cent of its invoicing.

The system also provides, as an essential by-product, complete management data previously thought unattainable. This information is available one week earlier and costs no more than did the incomplete data produced by True Temper's manual system.

True Temper (known as The American Fork and Hoe Company until 1949) is primarily a manufacturer of hand tools for home, farm, and industrial use. Of its more than $20 million gross annual sales, about 80 per cent is tied into the IDP system.

Edge-punched cards cause Flexowriter to prepare sales orders.

Orders flow into the company's central office in Cleveland from a thousand domestic distributors and are routed to one of the five plants linked by the system. These include tool producing plants at Saybrook, Ohio; Dunkirk, N. Y.; and Charleston, W. Va., which receive 75,000 orders a year, and fishing tackle plants at Anderson, S. C., and Philadelphia, which account for another 20,000 orders.

These orders are written on Flexowriters at Cleveland and sent to the appropriate plants where invoices are prepared by Friden Computypers. Punched paper tape, created as a by-product of both order writing and invoicing, is converted to IBM tab cards and run through an accounting machine which prints out management information.

These operations were manual under True Temper's former system. Monthly management reports were not available until the fifteenth of the month following sales activity. The most serious drawback of the manual system, however, was its inability to provide sales and production analyses of individual products. Only product groups could be studied by management to determine their profitability.

"After only a short experience with IDP methods," reports T. H. Ferguson, who heads True Temper's systems operations, "results already are becoming apparent in improved customer service – a shortening of the lead time necessary for production and a reduction of back orders. We are obtaining our monthly statistical reports a week earlier than in the past. And the combination of order and invoice statistics has given us a closer look at our backlog than was available before, permitting us

Sales orders include paper tapes which are run through Computyper to write invoices at factory.

to gauge our production much more accurately."

True Temper's sales order writing procedure was—and still is at the initial stages—similar to that of most companies. Customers' orders arrived at Cleveland where the Sales Service Group checked them for credit and routed, edited, and divided them among the producing plants. The Order Writing Department then confirmed the order to the factory to ship and bill. Automation has not changed these basic steps.

At this point, however, the similarity ends. Under the previous system, all orders and invoices were typed manually on IBM Formswriters. This method produced the following statistics:

1. Manually posted records, prepared in Cleveland, of orders received from each customer by group and type of product;

2. Factory analyses of production requirements by product, including monthly summaries of orders entered (filled and unfilled) by product type, which were sent to Cleveland;

3. Statistical analyses of orders received during the year to date, which were compared to the previous year's total;

4. Quarterly reports, prepared in Cleveland, of orders received by customer;

5. Production costs for each item;

6. Summary, by product group only, of each month's shipments.

Manual posting eliminated

Under the new system, the steps up to the writing of the order are the same as they were. But automation has made the reports available by the seventh of the month, eliminated manual posting, and freed clerical workers for other jobs.

After the customers' orders are edited, they are sent to the order writing room to be processed by one of five Flexowriters. The two fishing tackle plants are served by one machine, and the three tool producing plants have four machines, one of which is on a stand-by basis for overflow and miscellaneous orders.

When the operator receives the hard copy order, she pulls edge-punched cards from a file adjoining the machine. The first card to be inserted is the customer card, which automatically causes the Flexowriter to print the customer's name and address on the sales order. Product cards are then run through the machine for automatic typing of products and prices. The operator's only manual operations are to type the quantity and terms on each order and to check the quantity and catalog order number against the written order.

Two by-product tapes emerge from the Flexowriter during the order writing operation. One, issued from the machine's tape-punching unit, is a highly selective statistical tape. Much of the information punched into the tape is not printed on the order forms. This informa-

tion includes a sorting code, product classification code, and two component codes to identify the metal and wood components of the products.

A motorized tape punch, an auxiliary unit linked to the Flexowriter, produces the second by-product tape. This is the billing tape, which picks up information needed to write invoices. It also includes nonprint data, such as a stop code used to enter back order and shipping information on the invoices.

At this point, the two tapes go their separate ways. The statistical punched tape is converted to punched card form for use in preparing analyses of orders by product and customer each month, and by tool components three times a month. These data are evaluated carefully by True Temper's sales administration.

The other tape, meanwhile, is inserted into the sales order, and both are mailed daily to the factory involved in the order. This order is a four-part, stapled, Kant-Slip Zipset provided by Standard Register Company and prepared during the order writing. At the factory, the middle two forms are torn out along a perforated edge, leaving the first and fourth copies stapled together with a carbon between them. The forms are then distributed in this fashion:

Shipping memo and packing list remain stapled together, and travel to the Shipping Department where stock is pulled and shipping information is entered manually. Also entered is an accounting of the number of pieces shipped and the number of pieces back-ordered.

Billing Department file copy is sent to billing and placed with the order tape in the department's open-order file.

Production Department file copy is used by production control personnel in references to the order.

When the Shipping Department has prepared the order for shipment, the packing list is attached to the shipment, and the shipping memo is sent to the Billing Department as notification to begin invoicing. An operator pulls the appropriate form and the punched tape representing the order, which she uses to write the invoice on a Model C Computyper. This machine then performs 90 per cent of the invoice typing automatically from the instructions contained on the tape. It makes all price extensions, and totals the invoice automatically. The operator manually types only the number of pieces back-ordered and shipped, as indicated in pencil by the Shipping Department, and the invoice number and date.

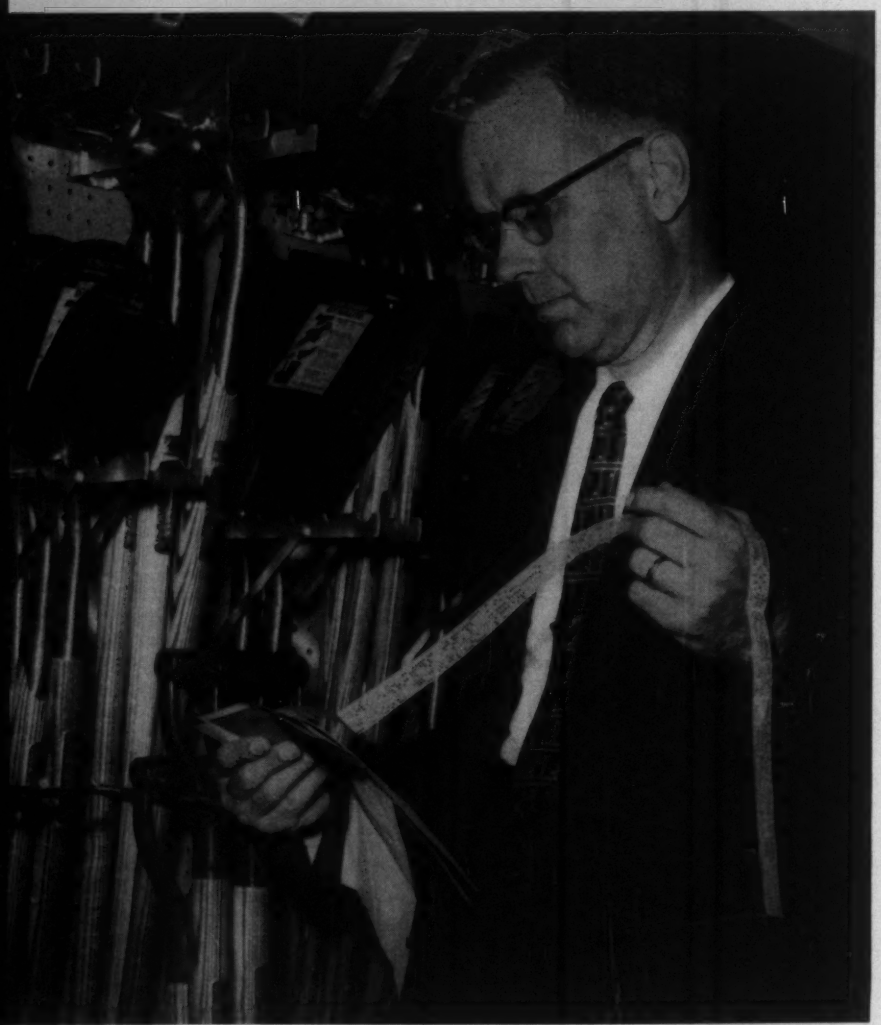
The invoice consists of a seven-part Kant-Slip continuous carbon-interleaved form which is taken from the automatic billing machine and distributed as follows:

Original, duplicate, and triplicate invoices are sent to the customer.

A copy goes to Accounts Receivable for posting to the customer's ledger page.

Another copy is sent to the factory accounting file where it becomes the factory's record of inventories issued.

The regional sales manager and the Sales Department in Cleveland



T. H. Ferguson, head of True Temper's systems operations, cites the advantages of shorter lead times, fresher and more complete data.

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Invoicing yields facts

also receive file copies for their own use.

Just as order writing produced statistical by-products, so does the invoice writing process. The Computyper issues a tape containing the data needed for compiling total sales and shrinkages—freight allowances, discounts, etc.—for the sales journal. With these figures, True Temper reconciles the gross value of goods with the net amount posted in the Accounts Receivable Department.

The invoicing tape also yields commission statistics, sales tax figures, and cost-of-sales data. All these, in combination with order statistics, provide essential production guides.

Back order set created

Another feature of the system is the effective back order procedure which is part of the invoicing operation. It is designed to create paperwork for unfilled portions of the order without the necessity of additional typing. The procedure works in this manner:

Prior to invoicing, shipping papers are sorted at the factory into two stacks: complete and partial shipments. During partial shipment invoicing, the Computyper operator threads a two-part back order set into the carriage behind the regular seven-part Kant-Slip invoice set.

This procedure creates a back order set, which consists of a shipping memo and packing list, while the invoice is typed. But there is an important difference between the seven-part and two-part sections. Hot-spot carbonization on a carbon sheet which precedes the two-part set eliminates from the back order papers the invoice date and number, shipping information, and pieces shipped. Only the number of pieces back ordered are reproduced. Thus, the back order set becomes a balance due order after the original shipment has been made.

The customer, meanwhile, receives a valuable listing of pieces back ordered on his invoice. In the past he had to call or write to check on the status of back ordered items; now

(*To page* 59)

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Why Offset Paper Masters by Xerography?

What's xerography?

A dry, clean, fast, electrostatic copying process that economically prepares offset paper masters for duplicating. You can enlarge, reduce, or copy size to size. Original may be anything written, printed, typed, or drawn. Equipment used is called XeroX® copying equipment, made by Haloid Xerox Inc.

Is XeroX copying equipment easy to operate?

Yes. Three simple steps: exposure, *dry* processing, and dry transfer. Within a few minutes anyone can learn the operation. No original is too hard to handle. There are no critical exposures or temperatures; therefore, waste of materials from wrong exposures is negligible—almost impossible.

How about quality?

Superb. Often it's hard to tell copies from the original. That's why many office-service and engineering-reproduction departments use XeroX copying equipment exclusively for the preparation daily of hundreds of offset paper masters.

Can a copy ever be better than the original?

Yes. Copies of dog-eared and cracked engineering drawings, carbons of bills of lading look far better than the originals when the masters are prepared by xerography.

What about costs?

Costs are surprisingly low. There are many reasons: xerographic materials cost only a few pennies per master. No special offset paper masters are required and none are wasted. Operator's time is lower because there are no critical adjustments for exposures. The more you need offset paper masters, the more you'll save by xerography over any other method.

No wet chemicals?

None whatever. No peel-apart either. And, of course, there's no changing of chemicals—no "KP" for an office girl at today's higher salaries.

How about length of runs?

You get much longer runs from masters prepared by xerography. Because of their durability, xerographic images do not break down from wet chemicals, thus last longer, and produce much lengthier runs—5,000 and 10,000 copies are not uncommon.

Do masters have to be "hardened" after preparation by xerography?

No. They are ready immediately for the duplicator and, unlike photographically prepared masters, they don't require remoistening to prevent fill-in if the machine stops during the run.

Any need of a darkroom?

None. XeroX copying equipment is operated in full roomlight.

Will XeroX copying equipment make other types of duplicating masters?

Yes, xerography is the world's most versatile copying process. XeroX copying equipment also prepares translucencies for diazo-type duplicators, spirit masters for spirit duplicators, and metallic masters for offset duplicators.

Who uses xerography?

Most of the best known companies in America and Canada—and nearly all government agencies where duplicating is required.

Where can I find out more about xerography and offset duplicating?

Write today for our XeroX copying equipment brochure. It shows you how to speed paperwork duplicating and save thousands of dollars yearly by xerography. Haloid Xerox Inc., 60-244X Haloid St., Rochester 3, N. Y. Branch offices in principal U.S. and Canadian cities. Overseas: Rank-Xerox Ltd., London.

HALOID XEROX®

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DON'T OVERLOOK THE LITTLE LEAKS

Too many small inefficiencies in an office presumably well-organized can spell trouble

By MARILYN FRENCH

Editor, Women's Publications
The Dartnell Corp., Chicago

IF YOU WANT to know what's wrong with offices today, just ask the women who work in them. Business women taking a night-school course in Chicago were articulate in answering this question. The group averaged about 20 years' experience in offices, so they knew what they were talking about. Despite the material published about streamlined methods and cost-saving equipment, their four main "indictments" apply to many offices: (1) uneven work loads; (2) unwillingness to try new methods; (3) procrastination about buying equipment; (4) misuse or failure to make the most of equipment.

The women cited chapter and verse to show that even otherwise progressive companies have blind-spots when it comes to facilitating office work. If your office suffers bottlenecks, if employees seem uninterested, if you're not getting your money's worth from office equipment, the following case histories may reveal some reasons. These points can make the difference between an average office and one working at top efficiency.

Look around offices you visit to judge whether work loads are fairly distributed. Some employees are grinding away; others are trying to look busy. Some people come early and stay late to keep up with their load. Others blithely don hats and coats five minutes before the bell rings. It's true that some employees are more efficient and better organized, but the difference often stems from unevenly distributed work.

Companies waste many payroll dollars by not examining the flow of work or knowing who does what. With the continued shortage of good workers, redistributing the load may make it possible to get the work done without trying to find new people.

Obsolete machines, equipment, furniture are obvious handicaps, yet all too many companies cling to them.

One company stumbled on a way to save one person's salary by accident. Unable to find a sales correspondent, the firm promoted a woman from the steno pool. After a month, the supervisor found that the pool produced almost as much work as before. The extra person had been needed mainly for a project that came up once a month. The company solved its problem by hiring a transcriber from a temporary help service one week each month.

Must "everything go today"?

The "everything must go out today" theory is another astigmatism. A utility company, for instance, had a policy that every service order should be processed the day it was received. As a result, its order department was overstaffed. Orders were delivered to this section every half hour, and the employees feverishly typed and checked orders for 15 minutes. Then the group could chat until the next batch arrived. Roughly 50 per cent of their time was wasted. Half as many people working at a steady pace could do the same amount of work. Due to its rush policy, the utility was paying double the wages necessary.

This seems like a single blind-spot, but a utility repairman said he had worked for five years in one department and finally asked for a transfer because he didn't have enough to do. "You get lazy," he explained. "We have too many employees—we could get along with half the number."

Besides being extravagant, not keeping all employees busy has other ill effects. Those who are content to just get by lose their incentive; those who are overloaded resent the fact that goldbricks and apple polishers "get away with murder." The company loses even more, when the real go-getters leave for more challenging jobs.

Over-specialization has caused some of the lopsided distribution of work. In the name of efficiency, jobs have been broken down, and each employee does a single operation. Theoretically, the system has merit, but the disadvantages of bottlenecks, inflexibility, and boredom offset it. Absenteeism or slowness on the part of an employee may hold up the operations that follow. Others must wait for work; when it finally reaches them, they may be swamped.

Monotony exacts a high toll in enthusiasm, interest, and incentive. People lose sight of the over-all operation as well as their responsibility for it, because they are familiar — dishearteningly so — with only one phase of the work.

The trend does more than create bottlenecks and boredom; it robs employees of the chance to develop their talents and increase their usefulness. For example, a company hired a Varitype operator when it decided to produce its house organ and literature by offset printing. The printing jobs came through periodically, but the operator read novels in the interim. If the volume on a job doesn't justify a full-time worker, it would be wise to tell the employee that she will be assigned to other work in slack periods. Varityping calls for an expert typist, so why let part of that skill go to waste?

Giving a man a secretary as a "status symbol" if he doesn't need a full-time assistant is another wasteful practice. This concession may boost the executive's morale, but it's hard on other secretaries who are busy. The human ornament posted outside his door easily could be replaced by an oil painting or a telephone answering service.

"We've always done it this way" is a common office litany. On hearing this excuse for the umpteenth time, one woman snapped, "If we've done a job the same old way for 25 years, then it's definitely time for a change!"

Many offices are in a rut because they hesitate to try new methods. As an example, one company that has expanded to many times its original size still sorts mail the same way it did years ago. A mechanical sorter would speed up sorting and delivering mail, so that it could be answered sooner.

When some employees consistently leave early while others must stay late, check the over-all work load.

According to a recent Dartnell survey the average business letter now costs $1.83. If a man dictates 30 letters a day, his correspondence costs $12,909.60 annually. Anything that can be done to cut this expense would be worth while. But some offices still disdain to use form letters or printed messages to cover routine matters and window envelopes to save typing. Most people are so accustomed to mass production methods that a form letter or a window envelope wouldn't bother them. A prompt reply is more important than a fancy letter.

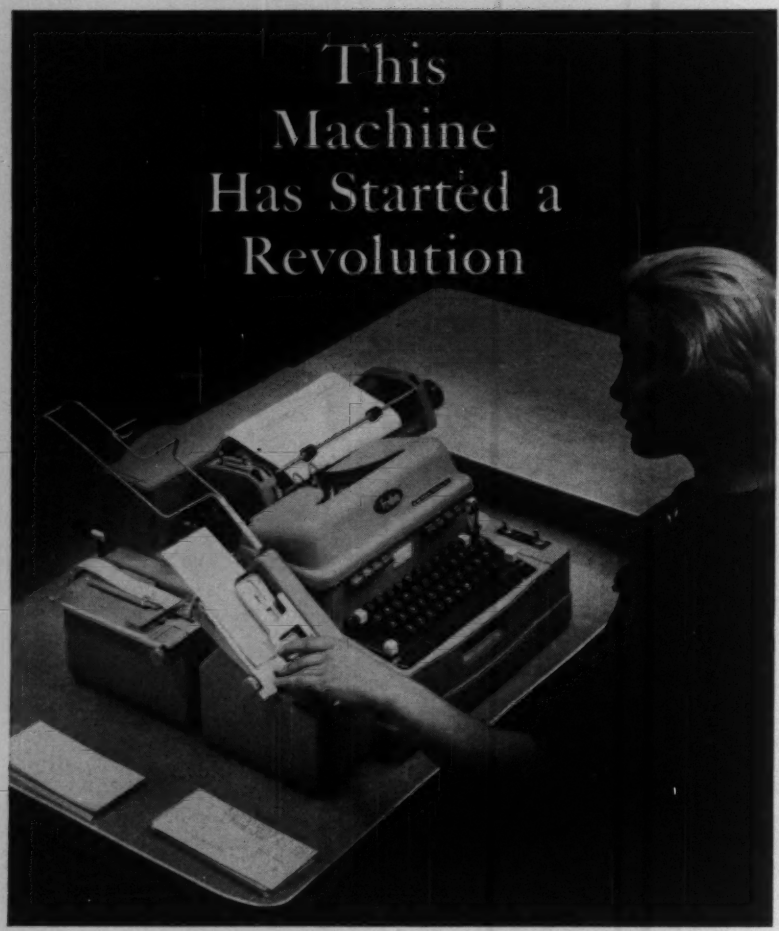
Why not bill on punched cards?

Billing is another area where new methods would save time and money. Most utilities bill on punched cards; so could many other lines of business. An alternative time-saver is to address bills from the Addressograph plates used for shipping labels and other forms.

Periodic investigation of jobs would reveal many things that are done from habit rather than actual need. Take the case of a secretary who for years had prepared a monthly report that involved three days of work. When leaving for a vacation last year, she didn't have time to do the June report. She intended to combine the June and July reports on her return, but found that no one had missed the first report. After that, she merely filed the material each month. One man asked for a figure in the report in December, and she gave it to him after consulting her file. This spring, she explained to her boss that no one needed the full report. If he discontinued it officially, they would save 36 working days a year.

The loudest wails from office workers concerned the reluctance of many companies to invest in up-to-date office equipment and sup-

Putting mature, experienced employees to work on undemanding, routine tasks is a common fault.



It's called the Friden Programatic Flexowriter. Here it is being used to write sales orders. After inserting a pre-punched card in the reader, the operator touches a key. The machine writes in the entire heading at a speed of 100 words per minute, pausing only to let the operator insert the date.

Next, the girl inserts a card for the first line item on the order. She enters the quantity, and the machine completes the line while she selects the next card. *As it writes*, the machine automatically punches selected information into a paper tape. Later, this tape can be used in any of three ways: 1) Run back through the Flexowriter to produce a complete written summary of orders, 2) Fed into a Friden Computyper to prepare *invoices* automatically, 3) Fed into a card punch to prepare a tab card for each order. (Or, when required, the Flexowriter itself can directly control tab card punching.)

Blue sky? Not on your life. This new system of document writing is working beautifully in hundreds of offices here and abroad. Your Friden Systems Man can give you the full story. Or write: Friden, Inc., San Leandro, California.

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Use Readers' Inquiry Coupon on Page 98

Good machines pay

plies. Equipment pays for itself when the savings in time and labor are figured, along with the depreciation rates allowed. Another factor that should be an obvious selling point is the salutory effect on morale. Women whose homes are equipped like a "Good Housekeeping" test kitchen feel frustrated when they have to use ancient machines in the office.

Man is a tool-using animal, and he needs good implements. It is false economy to compel employees to do things the hard way, rather than purchase up-to-date equipment.

Case of the vintage duplicator

How many offices struggle along with antiquated duplicators, when new ones would save time and produce better work? In one office, an operator keeps an old-fashioned duplicating machine together with baling wire and sheer will power. The delays and repair costs steadily mount to the point where a new model would be a bargain.

Too many companies harbor typewriters that belong in museums. For proof of this, just glance at the correspondence that crosses your desk. Typewriters that make good impressions can produce letters that make the same kind of impression on your customers.

Modern calculators have so many new features that figure work can be done in half the time and with half the effort required on obsolete machines.

One company evidently attaches great sentimental value to a multigraph machine that it won't replace. Material produced on the relic is barely readable. So much confusion and so many errors have resulted from the poorly printed price lists that a new machine would pay for itself in a short time.

Another firm clings to ancient automatic typewriters. Ironically, the machines are intended to produce letters that look as though they have been individually typed. But the best letters the operator can turn out look worse than filled-in form letters.

Copyholders are inexpensive, yet

Everything's perfectly clear—they're Verifax copies!

Verifax copies are dry, white, easy-to-read . . . accurate in every detail. They won't fade or darken . . . will last as long as typed records. And they're as easy to handle, file or mail. All of which is mighty important in business.

See how you can make 5 of these dry, more usable copies in 1 minute for 2½¢ each with Kodak's $99.50 Verifax Bantam Copier, which outperforms other makes of copiers costing up to 4 times as much!

Phone local Verifax dealer (see Yellow Pages under duplicating or photocopying machines), or write Eastman Kodak Company, Business Photo Methods Division, Rochester 4, N.Y.

Prices quoted are manufacturer's suggested prices and subject to change without notice

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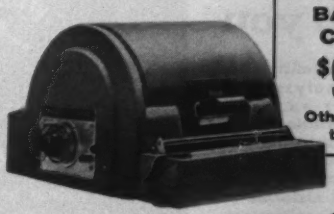

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accelerated processing 33%...

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SYSTEMS SPECIALISTS IN PRINCIPAL CITIES

Use Readers' Inquiry Coupon on Page 98

Don't stint supplies

a survey of Chicago secretaries revealed that few are provided. Purchasing copyholders for all employees who type would cost very little, but it would improve production and reduce errors and eyestrain.

Pennypinching on supplies is false economy, too. For instance, a firm tried to save money on paper for a photocopying machine. The flimsy paper made such poor copies that clerks wasted several sheets to get a readable copy. Buying better paper would save money in the long run.

Location important, too

Another case of misguided thrift concerned stencils. Because a typewriter cut so sharply, almost every stencil had to be retyped. A new kind of stencil with a pliofilm overlay costs a penny or two more, but it would save time, labor, and wasted supplies.

Even offices that invest in equipment and supplies do not always use them to best advantage. For example, one concern is quick to buy file cabinets when needed, but they are located half a block away from the people who use them. Each time a paper is wanted, an employee must leave her desk and walk a block back and forth.

In another case, an office has a calculating machine, which is used one day a month. Yet a woman in another department who needs a calculating machine daily has none. She has to take her figure work to the other section several times a day. Common sense dictates moving the calculator to her desk.

A similar situation involves a duplicating machine. Originally, the duplicator was bought for one executive's work, but he no longer needs it. Other people flock to his department to use the machine. The traffic jam and waste of time could be avoided by moving the machine closer to those who operate it.

One organization invested $40 in an electric pencil sharpener to use at three-day meetings held monthly. In between conferences, the sharp-

(*To page* 76)

Now! Electric typing for every office $179.50

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RCA, IBM SHOW GIANT SYSTEMS

But smaller computers by NCR, Monroe, and Royal Precision offer low-cost service

In one second RCA 601 system can add 183,000 11-digit figures—a task equal to the yards of adding machine tape displayed by RCA President John L. Burns.

RADIO Corporation of America, at a recent 13-city, closed-circuit television press conference, unveiled two new transistorized electronic data processing systems. The systems are the RCA 601, designed for use by large corporations, and the RCA 301, which can be used by a medium-sized company or as an auxiliary unit in a computer network.

The 601 and 301 are the big and small brothers, respectively, of the RCA 501, introduced last year. The three solid-state computer systems use the "universal computer language" and can be integrated with other systems, as well as with units of each other.

The first two 601 systems have been ordered by New Jersey Bell Telephone Company and Southern Bell Telephone Company, according to John E. Johnson, vice president and manager of marketing for RCA's Electronic Data Processing Division. Johnson also reported that "15 of the 25 solid-state computers now used by American industry are RCA 501's.

RCA officials called their 601 system the "world's fastest electronic data processing system," and stated that in one second it can make up to 666,667 "decisions" or add 183,000 11-digit figures. The system has a memory cycle of 1.5 millionths of a second, with tape speeds of up to 120,000 characters per second. A multi-programming technique has been developed to permit the automatic running of any number of independently written programs simultaneously, limited only by the system's total memory of 262,000 characters. Rental fees will begin at more than $20,000 a month.

In comparison, the 301 is similar to a "compact car." At a rental of up to $9,000 a month, this system

was developed for companies employing as few as 300 persons. The 301 utilizes the building block concept so that a user can begin his system with only basic output-input equipment, storage devices, and main control.

An unusual feature of the 301 is its use of magnetic discs, similar to 45 r.p.m. records, for its "memory storehouse." It can also use magnetic tape on reels. The processor incorporates two sizes of core memory of either 10,000 or 20,000 individually addressable alpha-numeric characters. As an auxiliary unit to a larger system, the 301 can be used as a tape-to-card converter, off-line high-speed printer, or paper tape to magnetic tape converter.

RCA 301 system uses magnetic discs—similar to 45 r.p.m. records—for its "memory store-house." It can also use magnetic tape on reels.

Teletypewriter system links Kaiser's world-wide plants

An automatic private teletypewriter communications system capable of serving a city the size of Minneapolis went into operation for the affiliated Kaiser companies recently, linking 65 of their major plants and offices throughout the United States.

The system is designed to bring all the diversified facilities of the industrial organization within minutes of each other for high-speed processing of business messages, sales orders, and production reports. A message originating at the Kaiser Center home office, Oakland, Calif., would be received simultaneously in 27 states and the District of Columbia on the network.

The system incorporates a 27,000-mile grid of private lines capable of transmitting more than a half-million words during an eight-hour day. It also connects, via other teletypewriter and cable facilities, Kaiser locations in 21 foreign countries. The system is expected to carry more than a million individual messages a year. It required two years to install and represents an investment of more than $2 million by the Bell Telephone System companies.

National Cash 390 computer has four types of input

The NCR 390, a new electronic data processing system introduced by The National Cash Register Company, can turn out a detailed report on 10,000 department store sales in 12 minutes and at a cost of less than two dollars. In half a day, it can write the paychecks and prepare payroll records for a plant with 1,000 employees, according to Stanley C. Allyn, NCR board chairman.

This transistorized system, which will be ready for delivery in 1961, has four types of input: operator entry on the console keyboard, punched paper tape, punched cards, and input from data stored on magnetic ledger cards. The last method of input permits the document to be read by the human eye as well as by the machine. A magnetic coating on the back of the hard copy record functions as a miniature electronic memory that stores information and activates the computer.

The equipment will enable companies with branch offices or divisions to maintain records in every branch and, at the same time, handle their paperwork electronically, Allyn said. The system can be rented for $1,850 a month.

Magnetic coating on back of record stores information to activate NCR 390.

Monrobot Mark XI has more than 40 data processing applications.

Transistorized Monrobot weighs only 300 pounds

The Monrobot Mark XI electronic data processing system was introduced recently by the Monroe Calculating Machine Co., a division of Litton Industries, during a recent Data Processing Conference sponsored by the American Management Association. Walter K. Clifford, Monroe's vice president in charge of marketing, said of the system that, "New concepts of engineering and program design have been employed to achieve flexibility at moderate cost." The Monroe official reported the price of the computer to be $24,500.

The fully transistorized Monrobot Mark XI operates from any AC outlet and weighs only 300 pounds, company officials stated. More than forty data processing applications are said to be possible with the new computer including invoicing, payroll, sales analysis, and inventory control. Citing the system's flexibility, Mr. Clifford said, "Information can be fed into Monrobot XI from punched tape, punched cards, electric typewriter, teletypewriter, or number keyboard. Output may be to tape, cards, typewriter, or teletypewriter. The computer will be marketed with a tape reader for input, tape punch for output, and typewriter for both input and output. Additional units can be added to Monrobot XI in any combination, with three independent input devices and three independent output devices operating simultaneously." The machine's storage, or memory unit, consists of a magnetic drum, divided into 1,024 storage registers. Each register can contain one number or word, or two program instructions, Monroe officials explained.

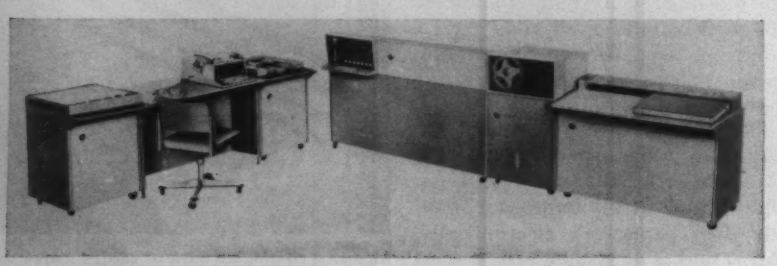
The Monrobot XI is a system of importance to the corporation as well as the small businessman, Mr. Clifford stated. "The trend has been for corporations to decentralize their operations, but at the same time to centralize the processing of data. Now, with Monrobot XI, corporations will be able to process much of their data before it reaches the home office," he said. Mr. Clifford also pointed out that in many instances the advantages of economy will be compounded by management's ability to receive important data at the local level.

Royal Precision's RPC-9000 offers great flexibility

A new electronic data processing system, the RPC-9000, was introduced recently by the Royal Precision Corp., Port Chester, N. Y. The Royal McBee Corporation, which will market the system, said the RPC-9000 is "application engineered" for a wide range of data processing functions. It can handle such items as inventory control, payroll, production control, accounts receivable and payable, sales analysis, and forecasting, the company said. The basic RPC-9000 system consists of a central processing and control unit which performs the calculations, controls the program, and searches the external memory tape; and an input-output tape typewriter unit than can read tape at 60 characters per second, and punch at the rate of 30 characters per second. In addition to the basic units the company announced the following optional high-speed input-output units: a 400 cards-per-minute photo-electric reader for rapid input of data contained in 80-column punched cards; a 500 characters-per-second bi-directional photoelectric paper tape reader; a 300 characters-per-second tape perforating unit.

Philip M. Zenner, president of the Royal McBee Corporation, drew attention to the system's technique of "in-line" records processing, said to be a new concept in data processing technology: the computer accepts data in random order, and up-dates all affected records automatically, in an uninterrupted sequence of operations.

L. Stanley Crandall, president of Royal Precision, pointed out that information can be introduced to the computer from punched paper tape, punched cards, or through the typewriter keyboard. He also noted that the RPC-9000 offers a high



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degree of flexibility in programming through its 43 "commands."

Internal operating memory for the RPC-9000 consists of nine blocks of magneto-strictive delay lines capable of storing 432 instructions or seventy-two 12-character words of data. The memory units are reported to be compact and easily replaced, and may be expanded to a capacity of 2,000 internally stored instructions.

According to Royal McBee, which jointly owns Royal Precision with General Precision Equipment Corporation, the basic RPC-9000 equipment may be purchased for $120,000, or leased for $2,450 per month.

IBM network opened; "Stretch" system shown

The world's most powerful network of commercial computers able to "talk" to each other via microwaves and telephone wires was demonstrated publicly at Canoga Park, Calif., by Rocketdyne, a division of North American Aviation.

The demonstration showed how Rocketdyne's laboratories and test stands in California, Texas, and Missouri are linked by leased wires to two IBM 709 computers at Canoga Park. The Rocketdyne system, in turn, is connected by microwave to four more big IBM computers at North American's Los Angeles division 30 miles away. This IBM Tele-processing data system allows the six computers to "talk" to each other at the rate of 75,000 words per minute. As a result, North American can shuttle business and scientific work back and forth between its Los Angeles and Rocketdyne divisions with speed and flexibility.

In other news of IBM, the computer manufacturer announced the development of a new giant computer system at its annual stockholders' meeting. The system, which is similar to the "Stretch" computer that IBM is completing for the Atomic Energy Commission at Los Alamos, N.M., will be available to business at a price of about $10 million.

"Stretch" class computers can complete more than 100 billion arithmetical operations a day. This

Plain talk about machine dictation:

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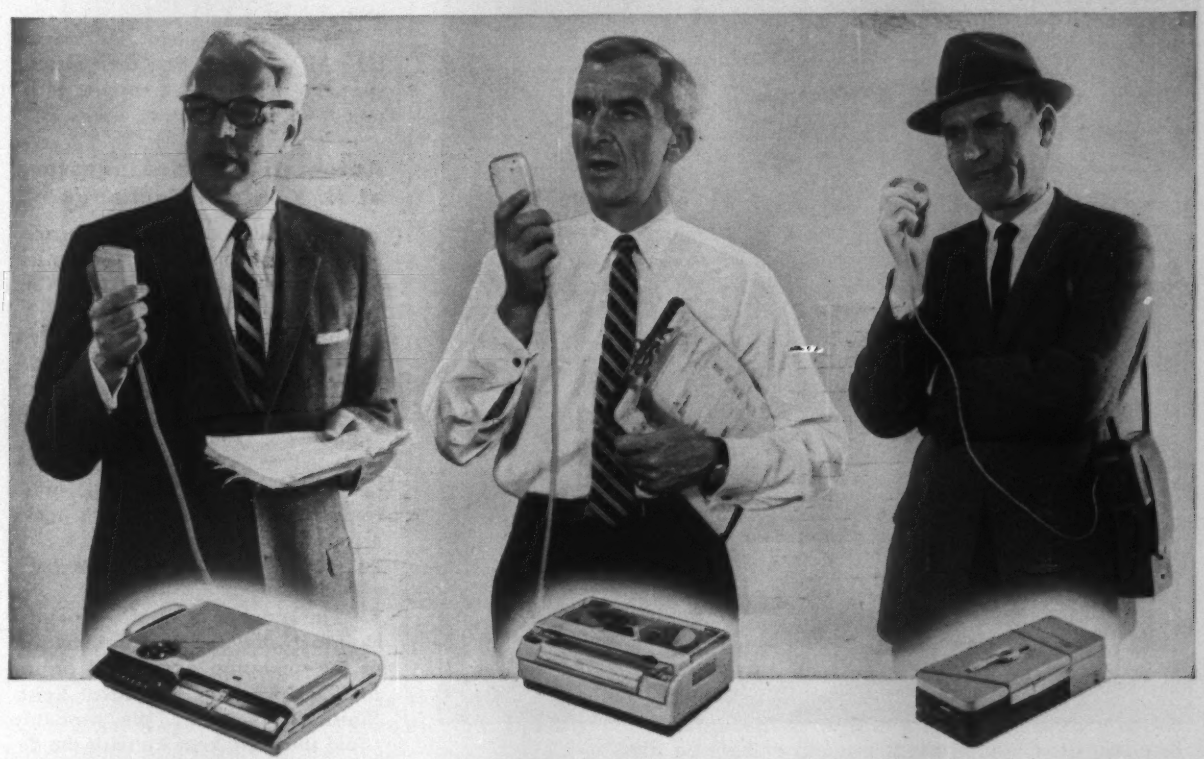
Check the full Edison line—backed by the most respected name in the industry, and by the nationwide Edison Voicewriter service organization—for the Edison system that will give *your* organization tangible profits and greater efficiency.

*Figures are substantiated by thousands of Edison correspondence surveys.



"With my Edison Voicewriter, I get correspondence out twice as fast . . ."

Busy executives agree the full-featured Voicewriter helps get all written work down on paper faster. It's like an extra right hand . . . clears the desk for creative thinking. And it's always available, too . . . even for dictating after hours, at home or in the car.

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New Edison Envoy is a compact magnetic tape dictating machine *designed* for heavy duty use. Ideal for recording interviews . . . telephone conversations . . . for dictating correspondence, reports, memos. Enables *anyone* to enjoy the savings and convenience of machine dictation on a modest budget.

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I want the whole story on Edison Voicewriter systems . . . and how they can help me in my organization. I'm interested in ☐ Voicewriter; ☐ Envoy; ☐ Midgetape.

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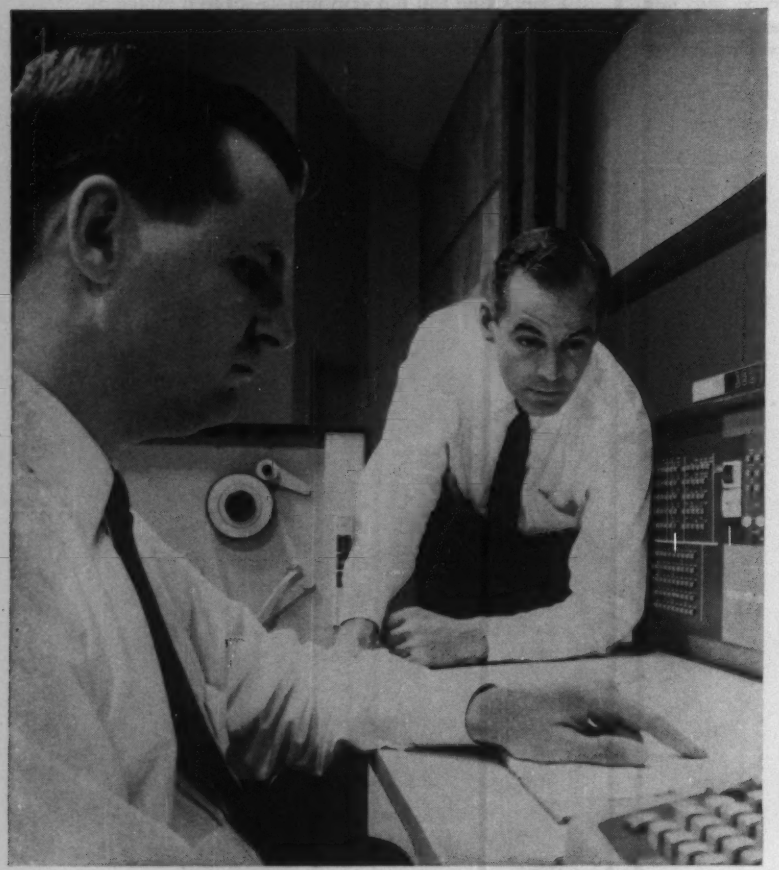

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speed is made possible by the assembly-line organization and multi-programming features. A typical system with six magnetic core storage units would have an internal capacity of more than 1,500,000 decimal digits. Since several storage units can be operated simultaneously, the system can accommodate as many as two million instructions and two million pieces of data per second.

The term "Stretch" is derived from IBM's belief that their system stretches present-day computer technology to its maximum limits.

Automation serves investors at N. Y. Stock Exchange

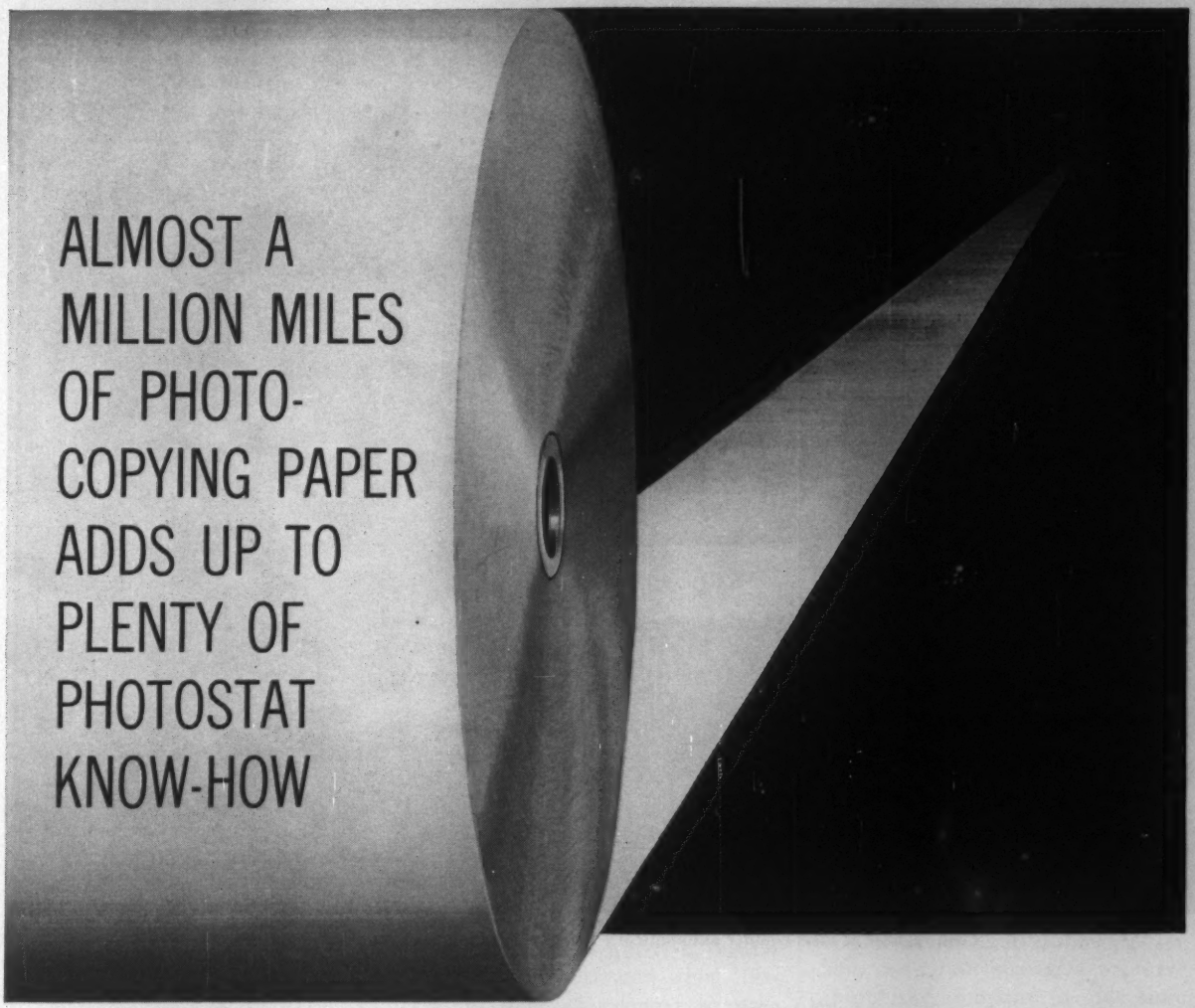
Automation now performs nearly half the task of giving stock price quotations by telephone at the New York Stock Exchange.

The Exchange has just added 48 stocks to the 252 for which up-to-the-minute bid and offered prices are provided by automatic recorder-announcers. These 300 issues are expected to account for about 45 per cent of the total telephone quotation volume. The 252 stocks accounted for about 37 per cent of last year's record 23.6 million individual quotes.

"The number of quotes provided has nearly doubled since automation of the quotation service was begun in 1953," Exchange president Keith Funston observed. "We probably could not have kept up with the demands for service without the help of the new electronic equipment."

Funston explained that recorded quotes for one stock issue can be heard by as many as 37 subscribers at the same time, in addition to being considerably faster than those given "live" by operators to one subscriber at a time.

Each of the automatically announced stocks is assigned a three-digit code number. The subscriber merely dials this number and listens over a direct wire for the latest quotation. The recorder-announcer equipment — developed by the Bell Laboratories and owned by the New York Telephone Company—consists of 50 units, each having a drum with six recording bands.



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Cash register at sales counter automatically records transaction on punched paper tape.

AUTOMATION SERVES CUSTOMER AT GRANT'S

New "point-of-sale" punched tape records allow clerks to give customers better personal service

CENTRALIZED cashiering that automatically gives management a detailed, machine-verified picture of each customer transaction is helping to speed service and keep prices in line at the W. T. Grant chain of stores.

The system uses special point-of-sale registers developed by Monroe Calculating Machine Co., Inc., which create as an automatic by-product of regular register operations a punched paper tape record of the transaction in detail, and a "Distributape" data analyser which breaks down sales and controls inventory.

For the nationwide chain of 750 stores which supplies the everyday needs of some 10,000,000 American families, the new automated installation is the modern way of implementing the philosophy of founder William T. Grant to "give the customer what he wants, when he wants it, at the lowest possible price." Interestingly enough, while the new system represents a radical advance in the concept of the automated store, it is actually having the result of freeing personnel for more *personal* service to customers.

Automation, as management at W. T. Grant saw it, was merely a way of keeping prices down while improving service to customers. The company had no desire to set up a series of impersonal stores where many of the founder's beliefs and practices would be lost. Rather, management wanted to find a method of supplying customers with all of the goods they wanted, when they wanted it, at low prices. It wanted to place its store inventory on a scientific basis, cut down on repetitious paper work, and take away time-consuming accounting burdens from individual store managers so they could devote their time and effort to improved customer

service. It wanted, in short, to give the customer the benefits of automation—without making him part of an automatic procedure.

In developing a centralized cashiering system that would meet these standards, management had to face many problems inherent in the nature of its kind of business. Each store, for example, carries about 15,000 items in various colors and sizes, in different departments. Provision had to be made to "break down" these items into categories that could be automatically coded and manipulated.

Again, sales information reaching management had to be in such form that it made sense for an entire district, not just for the individual store alone. Economical purchasing and distribution of merchandise could only be achieved if management knew the over-all sales picture of each item as well as the performance of that item in each individual store. A detailed store-by-store sales analysis had to be supplemented by an over-all performance picture—in detail—in any system that could be used.

Speed was another factor that had to be considered. The manager of each store works within a fixed budget and must replenish items as they are sold within his "economic allowance." To be able to do this, he must know by merchandise category where he is best off and where he is worst off—what items he should order, in what quantities, and when. He can do this only if he has the itemized performance picture of his store in adequate time.

Under its previously existing system, the company had been getting sales performance figures only after hours of accounting and analytical work by individual store managers. Because the system was entirely manual, in the individual stores, it took time to reach management. When it did, it had to be manually coordinated and refigured before any over-all sales picture could emerge. Even then, with this formidable amount of paper work, the picture that emerged was neither detailed nor contemporary enough to meet Grant's concept of what modern retailing procedures should be like.

A procedures group under the direction of Grant's Glen P. Charpie studied the problem from many angles, and finally decided upon a system developed in conjunction with methods specialists of Monroe Calculating Machine Company, Inc., that would have as its basis special point-of-sale registers and a central data analyzer manufactured by Monroe.

Engineered to Grant's specific needs, the new system integrates store level accounting, controls perpetual inventory, gives management an over-all sales analysis, and eliminates some 3,500 hours of in-store clerical detail in one district of 70 stores alone. It has the further advantage of providing economical automation, whereas conversion to punched cards and a computer would have raised prohibitively the cost of each transaction handling on Grant's low-priced items.

The special Monroe registers placed at the check-out counters in the stores capture complete, itemized data on each sales transaction in both humanly readable and machine-language form. As the sale is entered on the register, a regular printed tape is created which lists cost of item, department it came from, and coded description of item. At the same time—as an automatic by-product of this operation and requiring no second motion by the clerk—a punched paper tape containing the identical information is created. Price, department number, coded identification of the product sold—all are entered in machine-language on the punched paper tape.

The manager now has no need to coordinate data manually in the store. The hand transcription and the hours of accounting work are completely eliminated. At the end of each day, he takes the data captured once in punched tape form at the point of origin and mails it to the home office.

At the home office, tapes are sorted by store and processed on the Monroe data analyzer ("Distributape"). The data analyzer computes stores' overall volume for each day, and distributes and computes amounts by departments within individual stores. In this way, the actual data entered on the register by the sales clerk are used without transcription or intermediate processing to give store-by-store and item-by-item breakdowns of sales and provide management with the detailed analysis it needs for distribution of goods.

At the end of each week, the data analyzer is further used to get total sales figures of items by departments. This tape then is processed against the previous week's record in the individual departments, thereby giving management the figures it needs for departmental distribution. The complete breakdown achieved from tape in this manner gives Grant's the ability to perpetuate data *in the processing* for updating stock and posting cash reports as well. For recording and analytical purposes, the punched paper tape is printed out in humanly readable form on a Monroe "600" at weeks-end.

This centralized cashiering system, says Grant management, is enabling the company to give store managers an automatic, machine-verified answer as to just what the customer is buying. They can thus order faster, distribute according to demand, and free personnel for customer service by eliminating the in-store paperwork burden.

Costs are being kept down, prices are in line with Grant's traditional policy, and the consumer has a greater variety to choose from because buying is more immediately geared to customer demand. With the time lag between consumer "wants" and store supply eliminated by this automatic customer-to-management communication, the W. T. Grant chain is combining scientific, automated retailing procedures with the personalized service insisted upon by its founder.

New system controls inventory, and also gives over-all sales analysis

Conclusion

ARE YOU GUILTY OF THESE COMMON ADMINISTRATIVE FAULTS?

"Being one of the boys," vacillation, may impair organizational performance.

By RAY E. BROWN

University of Chicago Clinics

Contrary to popular opinion, flattery may "get your subordinates somewhere."

THE FAILURE, or inability, to see the implications to the organization of decisions based on expediency may produce two unfavorable results. As in all cases where the treatment is aimed at the symptoms rather than the cause, it may mask the basic cause of the problem and thus prevent the solution at the time the solution is most easily accomplished. Administration is not a game of solitaire and it cannot ignore the rights that individuals develop in precedent and in established practices within the organization. The results of expedient decisions may not come to a head until long after strong organizational habits have been developed, and strong claims staked out, on the basis of those decisions. Corrective measures will usually take an even longer time to implement unless upheaval is to result. The organization trauma is bound to be greater when circumstances remain uncorrected and so are encouraged to grow into situations. A second unfavorable result from decision-making on a first-come-first-served basis is the damage to continuity of policy. The essence of organizational effort is consistency. An effective organization must go in one direction at a time if there is to be unity of effort.

Perhaps no requisite is as important as that of predictability of administrative reaction. It is the only way the administration can influence the hundreds of decisions made at all levels in even the smallest of organizations. It is tough enough to develop an organization that wants to do what the administrator wants done, but it is impossible to accomplish the administrator's wishes unless those wishes can be predicted. Without consistency in decision-making at the top level, there is no basis for predicting administrative wishes at other levels in the organization. If the administrator bows to the pressures and becomes a quick change artist in decision-making he must expect to lose his following. Broken-field decision-making imposes an intolerable burden on those who have the task of keeping in step with the leader. Ad-libbed policies for the sake of pleasing the critics can only cause the rest of the cast to lose their places in the administrative script.

Forms of emotional excitement other than anger and fear also impair judgment. Some of us react impulsively to touching situations and are apt to let them cause us to break policy, or make policy commitments, for reasons foreign to the interests of the organization. We seem most susceptible in this connection when the individuals concerned adopt a role of dependency or bewilderment. We have a tendency to act similarly when someone places us in a role of expert or appeals to

First-come-first-served policies damage the organization.

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Honesty is not infallible protection against flattery

our authority. Hardly an administrator lives who cannot recall the experience of embarrassedly asking some colleague or department head to break a policy in order to carry out a commitment the administrator had made in the wish to be helpful.

Pleasurable excitement is an engaging trap for the good judgment of the administrator. It is perhaps the most dangerous risk to the administrator because it is so often a baited trap. Few people are willing and competent to brave the administrator's anger or fear. But they do not view exploiting his pleasure as perilous in any way. Such seduction of his judgment may take any number of forms, including such temptations as graft, entertainment, or the economy package—flattery.

Experience, judgment needed

It is not enough to say that honesty and ethics are adequate safeguards against such temptations. They are important safeguards but they are not always sufficient unless they are buttressed by experience and good judgment itself. The question of honesty and ethics is not always apparent and the administrator may not in many instances realize his judgment is being fixed or that he is being used.

A common ailment of good judgment is overexpansiveness on the part of the administrator. In many ways the administrator must live by himself. Regardless of his position in the hierarchy, he is insulated from much of the informal life of the organization. His desk calendar rules his day and chooses those with whom he spends most of his talking time. At the same time he is likely to be more gregarious than the average person and to have a need for shared experiences. This liking for people was perhaps the strongest reason for his gravitating into, and upward, in administration. In a way, the work of the administrator is at cross-purposes with the personal specifications by which he has been chosen. He is supposed to like to talk but his position leaves him little to talk about in terms of the things the other members of the organization are interested in hearing. He should not talk about the people in the organization or things that are happening in the organization because such talk will be taken as official or given undue meaning.

Talk can be dangerous

Too often, however, he yields to his personal need to be a part of the group and discuss the things he knows will be of most interest to those around him. This error in judgment often means premature disclosure of plans. It may go even further: under the glow of a responsive listener the administrator may exaggerate facts and over-commit himself and the organization. The administrator, marooned in a crowd, has strong tendencies to out-talk his best judgment.

Lack of self-control in any form is an inhibition to good judgment and to effective administration in general. Judgment is a mental process and depends upon a calm and undistracted mind through which to filter facts and values. Emotion, by dictionary definition, is an agitation and disturbance of the mind. It is anathema to good judgment be-

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Bad habits can supersede good ones at any stage

cause it disturbs the filtering process and permits the judgment to become adulterated. Among other things, good judgment depends upon control of one's emotions. The administrator can exercise a great deal of such self-control if he is willing to do so. This can be done by avoiding conditions that lower his stress level, by practicing censorship over his emotions, and by avoiding situations that he knows will overtest his censorship.

Whatever else might be concerned in poise and self-control, we know from our own experience that much of it depends upon habit. The more one practices emotional control, the less difficult it becomes to exercise. The major problem is to recognize the deviations. Bad habits in anything always are much easier to develop than good ones. This makes it necessary that the administrator always carefully watch his practices since bad habits can supersede good ones at any stage of the administrator's career.

The fact that at least a large part of our emotional response is subject to conscious control is demonstrated by the high degree of control we can exert when we consciously attempt it. All of us can recall difficult situations in which we knew the importance of controlling ourselves and were quite successful in doing it.

Always "count to ten"

Much of the emotional hazard can be avoided by the administrator. This can be done in one way by avoiding fatigue and by observing other good health practices. He can learn to recognize his own boiling point and the symptoms that precede it. This will enable him to get a grip on his emotions or at least to delay any action until he can do so. In any instance, he should never take up an issue while he is strongly upset over it. Most of us are prone to do the opposite and rush into those situations that are hottest on our mind. These may be in no way the important problems. If we hold off our attack on the problem until we have regained our self-control we may even find that the problem never even existed in the way we thought it did. Such cooling-off tactics, however, will not appeal to the administrator who lacks the courage to face an issue unless he has achieved an appropriate rage level. This will probably be the individual whose judgment is most affected by fear. He will never have learned to trust his judgment to win his battles for him because he will never have put it to a dispassionate test of major issues. His judgment can never be well-done because he will have scorched it on the outside.

Emotional disturbance to good judgment can also be avoided in many instances if we remember that there are always two sides to an issue. The administrator doesn't have to agree with the "other" side but he can do himself a real favor by seeing it and understanding it. Understanding each other's point of view is no guarantee of reaching agreement, but it is a strong force for removal of emotional blocks to good judgment.

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BOOKS

AUTOMATIC DATA-PROCESSING SYSTEMS, by Robert H. Gregory and Richard L. Van Horn. Wadsworth Publishing Co., Inc., 431 Clay St., San Francisco 11. $8.75.

Although billed as "the first broad and complete introductory work on electronic data processing," this book is not for the idle business reader. It is written from management's point of view, however, and constitutes an important contribution to the rapidly growing literature of data processing systems. Perhaps its primary asset is its omission of the highly technical terms that lose the interested businessman in a maze of wires and circuits.

But the businessman cannot expect to be spoonfed the information needed to understand and use modern data processing methods. In fact, there probably are no easy ways to acquire this knowledge. Before opening this book, he would do well to bring a solid business background into the reading — economics, marketing, accounting, and especially a firm grounding in mathematics. As is the case with most significant books, this work demands something of the reader to match what the author has offered.

This book is derived from an introductory manual in data processing commissioned by the Army Ordnance Corps and written by Dr. Gregory. In revised form, it has been expanded to adapt it to business applications. The co-authors, now with electronics firms, were formerly affiliated with the Massachusetts Institute of Technology.

Although sections of the book are slanted toward systems analysts and programmers, management personnel can get the greatest benefit by reading Part Six (Equipment Acquisition and Utilization), Part Four (Principles of Processing Systems), and Part Five (Systems Design), in that order. These sections provide sufficient information for making informed decisions on proposed applications, equipment selection, and systems design. Part One (Orientation) is difficult reading, but rewarding.

A final recommendation is the excellent glossary of data processing terms presented in Appendix III.

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PUT YOUR EMPLOYEES ON A PEDESTAL

You'll be a better executive, your company will benefit, if you always keep in mind: "prestige" is the key factor motivating your people

By EUGENE B. SHEA

Executive Vice President
Cadillac Associates, Inc., Chicago

EVERY YEAR hundreds of men visit our offices seeking new executive positions.

Each of them represents a failure. However, most of them are highly successful: the failure is not theirs, but rather it is a failure of their current employer to keep them happy on their job.

This is a fact we must face—despite temporary reverses in the business picture, the professional and executive employee has achieved an independent bargaining status with management, a status just as strong as the strongest unions. If a professional man is successful and doesn't like his job, there are plenty of employers bidding for his services. The threat of taking his job away from him has lost its sting. If he's really good and has the knack of self-advertising, chances are he's being approached several times a year by other employers begging him to come work for them. If you let him go today, he'll be on one of your competitor's payrolls tomorrow and probably will earn more than you are paying him.

This then raises serious problems. What can you, as a manager, do to keep successful men in your firm, build up the strength of the managerial team and attract more competent executives to your company? There are a number of alternatives.

1. You can forcefully impress on each of your employees how easy times are now and that they certainly are having it a lot easier now than you did coming up in the business world. You can regale them with stories of hardship and fear and low wages in your own background in contrast to their own. But if you think about it, you'll hear a familiar ring to the story. You heard the same story from your boss many years ago and you'll remember that you were singularly unimpressed. Your executives won't be impressed either.

2. You can try paying more than anyone else. This is helpful as far as it goes, but the effects of money have a tendency to wear off. Further, there is always a limit to what you can pay and no matter how much it is, there will always be a competitor willing to pay a little bit more for a really good man. Also, the best executive and professional men are not motivated primarily by money.

3. You can over-night become a "Cheerful Charlie," go around with a big smile on your face, slapping all your men on the back, compliment them frequently, ask about the welfare of the wife and kids, fraternize and socialize with the boys, and *make* them like you. But you'd be awfully disappointed in your own boss if he started anxiously seeking your favor, and your employees will only laugh at these obvious attempts to win them over.

4. Finally, you can sit back, ignore the problem and cry with your sympathetic contemporaries about this lazy, spoiled, younger generation. You can even hope for another depression to wake up a few of these young upstarts. But don't hope too hard! Chances are you couldn't survive another one yourself. Remember, you've had it a lot easier these last few lush years too!

What can we do?

On examination, these solutions will obviously result in failure, yet the surprising thing is that we know literally hundreds of top executives who are trying to use these superficial methods to motivate their subordinates to greater efforts and keep them happy.

What then is the answer? What means can today's executive use to motivate and satisfy this independent generation? There's only one answer, so far as I know, and it has been far too long in coming. That answer is strong, effective and sympathetic personal leadership. But "leadership" is a broad, abstract term. Let's be more specific.

In order to do this, let's first take a look at why people work. We've already touched on one obvious reason: Money. And we've mentioned some of its limitations. The greatest

limitation money has, however, is that as a factor in job satisfaction, it is one of the least important! On the basis of a national survey of people who were happy in their jobs, salary was seventh in importance! Many people deny this saying; "Give me the money and you can have the rest," but they're talking about getting twice what they're earning and no one is going to pay them that. The great majority of American workers on all levels rate "prestige" factors as much more important than money in providing them with job satisfaction and motivation to do better work.

We've heard it a great deal, but the word which constantly returns in any discussion of job motivation is "recognition." Here again, we have a very broad term. In the connotation we are using, it means having the respect of one's supervisors, being "accepted" by one's superiors, of feeling that one's superiors have a high personal regard for him—in short, of being placed on a pedestal.

Now let's take a dyed-in-the-wool, hard-shelled, self-made top executive and see how he can put his men on a pedestal and (management's continual challenge) still keep their feet off his ears! Obviously, the more respect your subordinates have for you, the higher on a pedestal you in turn can afford to place them. The problem then is two-fold: 1. Gain their respect, and 2. put them higher on a pedestal.

First and foremost the top man must give his executives credit for being intelligent individuals and, therefore, must give up immediately any and all ideas of trying to convince his people he is sincerely interested in them unless he is! Artifice, sham, and clinical "techniques" will never do. Every worker in the world knows his boss wants him to believe he is sincerely interested in his welfare, whether he really is or not. Consequently, consciously or subconsciously, every employee has a way of testing his employers to the absolute limit to determine the true validity of their professed interest in his welfare.

And so first, it is necessary to develop a real interest in the personal welfare of everyone who works for you. And again, I only know one way to do it. That's to put a new interpretation on the sentence: "He works for me." The best executives interpret this sentence to mean: "He works *instead of* me," or *"He* does *my* work." If our hardbitten top man would, for just two weeks, every time he saw one of his employees at work, say to himself, "if he weren't there, I'd have to do that work," he'd soon find himself developing a really healthy interest in the personal welfare of every employee.

Convincing your people

Once this personal interest is attained, Step Two is to convince your employees that you have it. But remember, consciously or subconsciously, they'll put you to every conceivable test their ingenious minds can devise before they'll believe it! So settle down for the long pull. Don't expect instant or even reasonably early results. It took one of my executive acquaintances two solid years of walking a chalk line to destroy the prejudice and hatred of a recalcitrant employee. So be prepared for a long campaign because you'll have to prove your interest conclusively *beyond any reasonable doubt.* This long-term outlook is extremely important since it will be reflected in your ease of demeanor. Your attitude should be that you don't expect or seek the regard of your employees (today). This is one of the greatest assets you can have in winning their respect, the fact that you don't seem to expect it and aren't too much concerned about whether you get it (today) or not! Plan on at least a year to prove to all your employees that you are sincerely interested in their personal welfare. The respect of American employees has never yet been given to an executive who seemed either to (1) seek it or (2) expect it.

Once you have determined on this course of action to gain the respect of your employees and place them on a pedestal there are specific ways to make your task easier.

1. Learn to listen. Ninety per cent of your job as an executive is to listen understandingly to everything your men have to say. But remember they have a very perverse way of bringing to your attention

Recent national surveys have indicated that salary is only seventh in importance in factors affecting job satisfaction.

Evaluate on the basis of only one criterion: effectiveness on the job

some of their most important concerns in the most casual, almost indifferent way. Also you'll have to be very sharp and attentive to evaluate the true significance of their comments, because they never mention their most important point first but rather skirt around the problem to see if they are receiving sympathetic reaction. Your best approach here is to study non-directive counseling and interviewing techniques to get at the heart of these very personal problems. This is so important that the manager should really be interested in advancing his own cause and study these interviewing techniques more closely. Fortunately there have been scores of books written on the subject.

You can't force the respect of your employees; you can earn it.

2. Learn to accept your employees as they are, and evaluate them on the basis of only one criterion: their effectiveness on the job. Supervisors cannot afford prejudice or even preferences with regard to a man's personality, intelligence, personal habits, looks, attitudes, beliefs or any factor not related to the performance of his duties. Obviously, you can't hire just those you like personally. Rather it is your responsibility to like personally everyone you hire.

3. Remember, the whole person comes to work and not just his job-performing parts. He brings his wife, his family, his financial problems and all of his behavior patterns with him every day and these are the factors which most influence his productivity. They are also the factors that give you the greatest opportunity to prove your interest.

4. Learn to put yourself in the other fellow's shoes. Your answers will not necessarily be his. Don't give advice. Give help, but only when it is asked for and then give the specific help the employee has requested. Too often we forget that the cure to many problems is merely a sympathetic listener. Don't feel that you have to take action in every problem. Often it is not required.

To some executives all of this talk of the mechanics of placing your employees on a pedestal may seem like a large and somewhat unnecessary order. Actually, it isn't. Your company's greatest asset is its competent employees. There is no more profitable way to spend your time than in the acquisition and retention of good personnel.

The managerial role was described perfectly almost 2,000 years ago: "But whosoever will be great among you, let him by your minister; and whosoever will be chief among you, let him by your servant." (Matt. 20:26-27)

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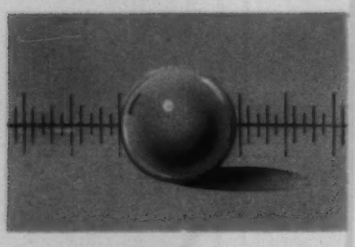
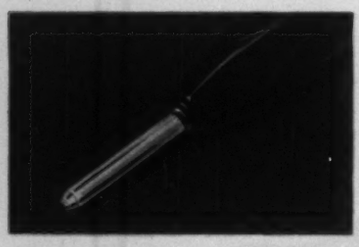
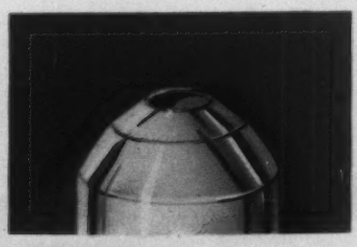


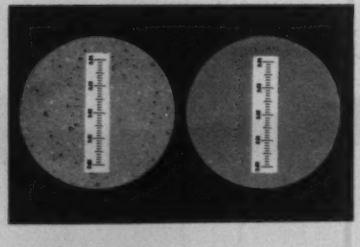
STAINLESS STEEL BALL—precisely dimensioned for each ink color and point style—assures accurate ink flow, without bleeding, regardless of the difference in each ink's viscosity. Write medium or fine, in blue, black, red or green. Your new Eagle Stickpen will lay down its ink more smoothly . . . more evenly than any other office pen.



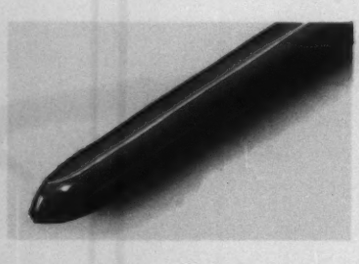
SILVERED TIP—machined from solid brass rod stock—is electrolytically (not chemically) plated before ball is inserted. This cushions the ball for smoothest rotation with minimum pressure. You can feel this cushion the moment you touch the new Eagle Stickpen to paper. This silvered cushion **lasts the life of the pen.**



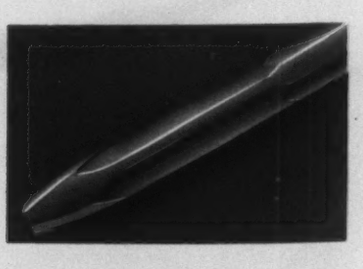
PRECISION TURNED BALL SOCKET—deliberately provides 8 to 11 millionths of an inch clearance for the ball to ride in. This tolerance—(one-fifth the diameter of a human hair)—guarantees that the ball of an Eagle Stickpen will never "wobble" in its socket or write scraggly lines of uneven thickness.



FINEST INK MADE—contains no particles larger than **one micron** in diameter. Ordinary inks compared under the microscope showed particles that exceeded 10 microns. No wonder most office pens skip, stall and goop! You can be sure the new Eagle Stickpen won't.



UNBREAKABLE MOLDED BARREL—made of costliest, high impact Forticel—will never crack, warp, craze or change color. The new Eagle Stickpen will stand more abuse. And it **looks** more expensive than ordinary office pens.



SCIENTIFIC COMFORT GRIP—sculptured to fit **every** hand more perfectly than any other office pen. You'll write longer . . . more comfortably . . . with less finger fatigue, when you write with the new Eagle Stickpen.

PRINTED IN U. S. A.

(The new Eagle Stickpen surpasses government specifications on all these points.)

ONLY 29¢ each

Only EAGLE dares to make this challenging FREE OFFER, because — AFTER 5 YEARS OF LABORATORY RESEARCH — *The NEW EAGLE STICKPEN sets a NEW STANDARD in the Ball Pen Industry!*

...PLUS any competitive brand office pen YOU SELECT!

PRESENT PEN or to any competitive office pen you select!

NON-CORROSIVE BRASS CARTRIDGE —electronically fused to the silvered tip occupies the full length of the big 6¼" barrel—holds an **amazing 72 milliliters of ink.** This means the new Eagle Stickpen will write longer.

LONGER SHELF LIFE — assures instant starts even after prolonged inactivity in the desk drawer during vacations. The new Eagle Stickpen will write the moment you touch it to paper.

Check It Out

against any other office pen on every point illustrated and described at the left.

Feel In Your Own Hand

the new Eagle standard of writing performance that makes every other office pen a relic!

- *Scientific Comfort Grip!*
- *Silvered Tip for Cushioned Writing!*
- *Each Pen Individually Test Written by Hand!*

EAGLE PENCIL COMPANY

HEADQUARTERS: Danbury, Connecticut

New York • London • Toronto • Mexico • Sydney • Bogota

Every EAGLE STICKPEN is individually tested BY HAND!

After passing 10 rigid "quality control" laboratory tests, **every** Eagle Stickpen must pass a specially devised **writing** test (see illustration). This test shows up even the slightest imperfection under **actual writing conditions.**

100% of every production run of new Eagle Stickpens is checked out this painstaking way. Just one more reason why the new Eagle Stickpen makes every other office pen a relic!

But...the best test is still in your own hand!

So, fill out and mail the attached coupon (before July 31, 1960) for a FREE EAGLE STICKPEN plus any competitive brand office pen you select!

End mandatory retirement, Father's Day head urges

Alvin Austin, chairman of the National Father's Day Committee for the past 25 years, recently called for a national program to do away with compulsory retirement at age 65. He announced his program before the silver anniversary dinner of the Associated Men's Wear Retailers of New York.

"I appeal to society," he said, "to put an end to the often brutal practice of mandatory retirement at 65. Instead, let us make retirement *optional* at 65. If the employee chooses to remain, his duties and salary become reduced except in special cases in which employee services are considered essential by the employer.

"The employer, however, may use his discretion about retiring employees at 65 or 70, or thereafter.

"I offer this platform," Austin continued, "because it will bring about a much needed reform in our industrial civilization. Compulsory retirement at 65 is archaic and unrealistic. Most men of 65 today are as men of 55 a half-century ago. I offer this change not so much for the worker as for the employer. The waste and inefficiency of the present system is incalculable. Business too often throws away its greatest asset: the experience and ability of its most informed and competent coworkers."

ERRATA

Through an editorial error, the following manufacturers of executive furniture for the award winners listed below were omitted from the 1960 "Office of the Year" Equipment Suppliers Section:

Southland Life Insurance Co.: Jens Risom; Knoll; Herman Miller;

The Louisiana Companies: General Fireproofing;

Berkshire Life Insurance Co.: E. A. Roffman & George Tanier; Ezra Blank Associates; Globe-Wernicke;

Crown Zellerbach Corp.: Stow & Davis; Albano;

People's Drug Stores Inc.: All-Steel Equipment; Imperial; Johnson;

Reynolds Metals Co.: Knoll; Laverne; Lehigh; General Fireproofing; Hugh Acton.

Higher parcel post rates demand accurate scales!

Parcel post rates were raised on February 1 — average increase 17%. Have you checked your mailing scale lately? If your scale is old and no longer registers exactly, you may be using excessive and unneeded postage on your parcels. The excess can cost you a sizable dollar loss in postage in a year.

If your scale underweighs, your parcels are carrying insufficient postage — delaying delivery, and making a poor impression on customers who have to pay "Postage Due" charges on your packages.

Now, more than ever, a dependable precision-built scale is a real economy. Pitney-Bowes makes the best!

Pitney-Bowes Model 3700 Parcel Post Scale has a key for each zone. Press the key and air and surface rates in contrasting colors are shown in illuminated and magnified figures — reducing errors, avoiding eyestrain, saving time. Accuracy is assured indefinitely by lifetime ball bearings. Capacity 70 lbs.

Another PB Scale, the S-510, has 10 lb. capacity; shows rates for all classes of mail. Its automatic pendulum mechanism registers and levels rapidly, is precision built for lasting accuracy. Chart markings are large, easy to read.

There are five other PB Scale models. Ask the nearest Pitney-Bowes office for a free demonstration. Or send coupon for free, illustrated booklet.

FREE: *Handy desk or wall chart of postal rates, including recently increased parcel post rates.*

Pitney-Bowes
Mailing Scales

PITNEY-BOWES, INC.
2983 Walnut St., Stamford, Conn.
Originator of the postage meter . . . offices in 139 cities in U. S. and Canada.

PITNEY-BOWES, INC.
2983 Walnut St., Stamford, Conn.
Send free booklet ☐ *rate chart* ☐

Name .....

Address .....

SIR SIMON WARS ON NEEDLESS PAPER

"We refuse to pay fivepence to move the safe to recover sixpence that rolled under it," says British businessman Sir Simon Marks about needless business paperwork

By BLAKE CLARK

ONE SATURDAY afternoon in the spring of 1956, Sir Simon Marks, chairman of the board of Britain's largest clothing store chain, Marks and Spencer, was making a check-up visit at his shop in Slough. He saw a salesgirl puzzling over a stock-order form. "What are you doing?" he asked. She started to explain, but soon confessed that the intricacies of the form were too much for her.

"What's it *for*? What *use* do you make of it?" Sir Simon persisted.

"I'm not sure we do use it," she said. "It makes no sense to me, but it's the 'system'."

Millions of forms eliminated

The chairman of the board examined the complex, many-entried slip. He couldn't fathom it either. Further inquiry revealed that this piece of paper was nothing but an A-1 time-killer bomb, exploding every few seconds somewhere under the wheels of Marks and Spencer progress. Whenever a clerk needed more goods for her shelves, there it was, demanding to be filled out. It came first; customers waited. The sales force hated it.

Sir Simon abolished the little monster and threw open the stockroom to the sales staff. The move sped the flow of goods immeasurably and in a year saved Marks and Spencer over $50,000 in purchases of 2,500,000 paper slips. Moreover, the salesgirls, getting their own supplies, became enthusiastic about their work. "We know our stock much better," said one, "and we feel responsible for it. It's marvelous to be able to nip upstairs when your shelves get low, and it's a help, too, to know what's up there."

Sir Simon's little visit that afternoon started a magnificent bonfire of unnecessary paper which, in turn, caused a revolution at Marks and Spencer and made news throughout Great Britain. Within two years, Marks and Spencer's 237 shops had eliminated 22 million forms, weighing 105 tons. The company's new, simplified administrative methods have been studied by British government officials and many civilian enterprises. Doing more work with fewer people, the chain figures it has been able to take full advantage of a drop in the price of raw materials and, at a time of generally rising costs in the nation, pass on to their customers a saving of some four million pounds (more than $11 million).

Easier to penetrate Iron Curtain

After his experience at the Slough store, Sir Simon spent several days visiting the Reading shop, while another director, Marcus Sieff, worked at Kingston. They went through each operation of the daily routine, asking "What's this for? Do we really need that form? Why that card, why, why, why?" They were appalled at the mountains of unnecessary records. "A paper and cardboard barrier stands between the stores and Head Office," declared Sir Simon. "One of our warehouse porters could get a visa to an

Sir Simon's campaign has caused elimination of 22 million forms.

© 1960 Blake Clark

Iron Curtain country easier than he can get through our stockroom doors."

At a meeting of his executives, Sir Simon announced a drive against paper. Its slogan was, "If in doubt, cut it out."

Week's work for 29 cents

Director Marcus Sieff headed a committee to examine every form, no matter how innocent-appearing, to see whether it justified itself. If not, it had to go. Sir Simon himself, starting at Head Office, the multi-storied edifice housing a staff of nearly 2,000 in downtown London, spent day after day talking to employees.

In one office, he talked with three girls who had spent an entire week checking invoices to see whether a statement for over 1,000 pounds was correct. "Well, was it?" asked Sir Simon. "No, sir," was the reply. They owe us one shilling, eleven pence." A week's work for 29 cents! These girls were employed full-time just to check railway transport accounts, though discrepancies were always inconsequential. Sir Simon said, "Obviously, spot checks will serve," and the clerks were given other work.

Everywhere, Marks and Spencer discovered that the price of perfection was prohibitive. A central inventory listed the company's equipment in minute detail, even to the number of electric light bulbs at each store. But cost of losses, they found, was less than the expense of this detailed control. "We refuse to pay five-pence to move the safe to recover sixpence that rolled under it," said Sir Simon. The inventory was abandoned.

By custom, every garment that a customer said was faulty went to the laboratory for testing. And no matter how many articles were returned with the same flaw, all went through an identical series of 20 tests. Now it was agreed that the local manager should decide whether a garment needed testing; if so, the laboratory would examine it for the one defect, not for 19 others. In almost every case, the system worked. Result: elimination of 250,000 complaint forms a year, reduction of laboratory staff by 20 per cent, and increased knowledge of materials by store managers.

Morale soared. Managers made decisions on the spot: intelligent decisions based upon personal, intimate knowledge of the problems at hand. Employees were delighted. They felt that now they were persons, not number recorders, and realized that the organization relied upon them. With a simplified operation, they learned new jobs more quickly and had time for their own work of buying or selling.

Clare Waddington, staff manageress at Coventry, further boosted morale by suggesting a saving on time clock cards. How? By abolishing the clocks. "They make for class distinction," she said, "since not all the staff are required to punch them. And they're no help, really. I know who's in and who isn't long before the clock cards reach me in the morning."

Several stores removed the machines—and after some weeks reported that punctuality had improved! Employees liked being trusted. And in addition to enjoying increased punctuality, the chain saved a million time cards a year.

Suggestions flow up from ranks

Three department heads at the Kingston store tackled the problem of inventory. Previously, every two weeks they tediously counted every item of stock, reported on its color, size, etc. Now one manager reported that in women's hosiery the most popular color was mink; the most frequently requested size, 9½; the most acceptable price, 6/11. The chief of the Men's Wear Section had observed a pronounced sales pattern there, too.

Working through past records, they now estimated needed stock for a certain period, and counted the stock in bulk rather than by item, making a detailed inventory only occasionally as a safeguard. Since the store had 30 departments, this procedure saved a total equal to the full time of one girl a week. All outlets adopted the system, multiplying the boon by 237.

While most suggestions at first came from management, the common sense approach caught on, and good ideas soon flowed up from the ranks, as expected. "A keen, intelligent salesgirl is a hundred times more useful than a form properly filled out," commented Sir Simon.

"System discounts machine, puts premium on . . . human brain."

"She's our 'seeing eyes' and 'listening ears'."

Mrs. Joan Simmonds, at the Kingston store, thought the 130-page price-tag catalogue describing 2,500 items was "plain silly." The manager and his assistants periodically made up orders for six tags for each article in the store. They had hundreds of these little tickets for stock no longer carried, and often none at all for merchandise on hand.

"Maybe some of the extra tags were meant to be reserves in case of loss. Nobody seemed to know for sure," said Mrs. Simmonds. "Now we have a much better system. Two tickets come from Head Office with each item, one for the garment itself, one for the record 'upstairs'." Her suggestion eliminated 250,000 forms a year.

"The system discounts the machine," commented a letter published in the *Financial Times,* "and puts a premium on that perceptive and adaptive instrument, the human brain."

Inefficiency went into basket

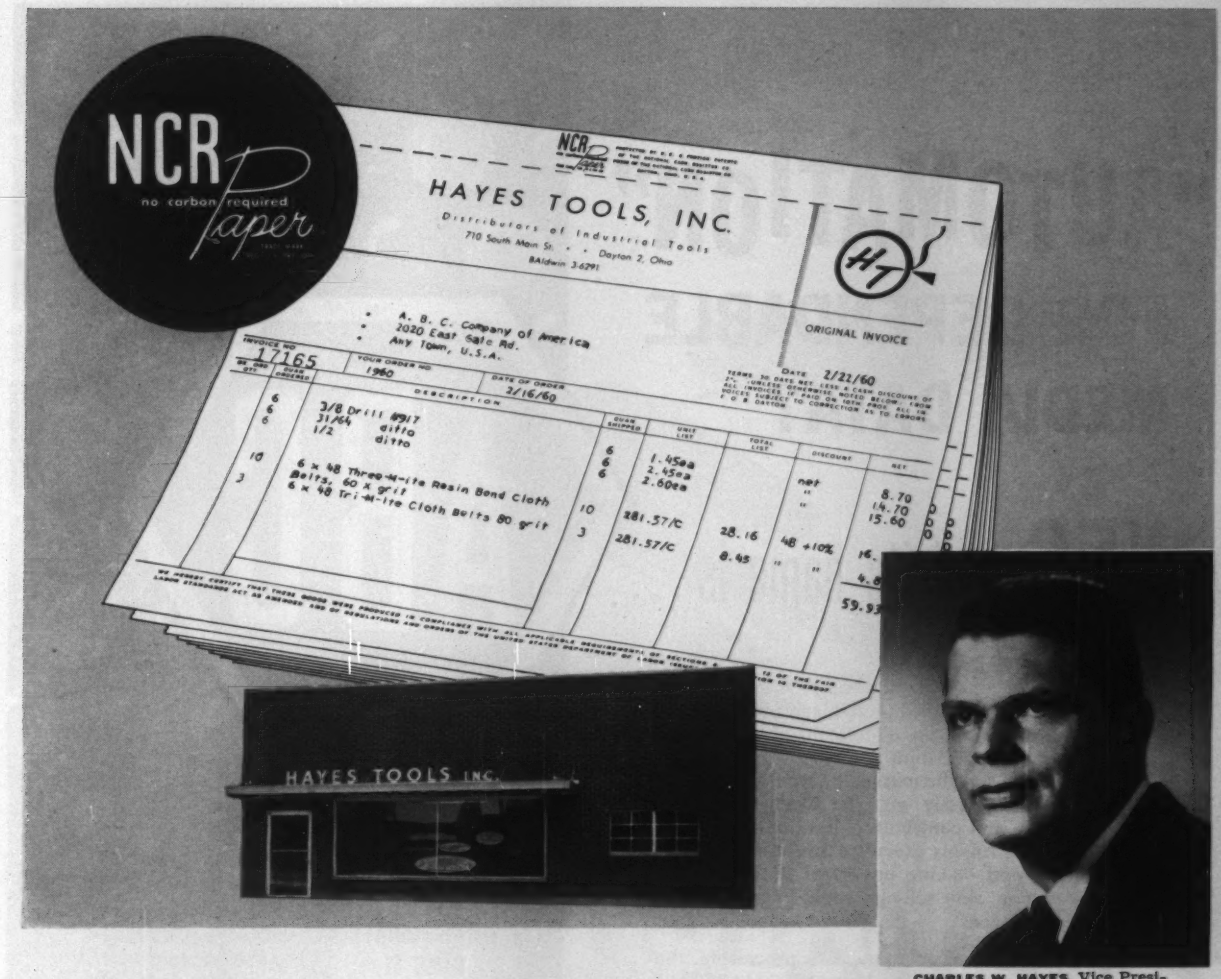
Bureaucracy-type inefficiency went into the wastebasket along with order forms when stores stopped requisitioning headquarters for their own domestic needs. Said Florence Allison, staff manager at Kingston: "When I first came here I thought we were laying up for a siege. You couldn't move for pencils, floor polish, soap, toilet rolls. They were all over the place." Now the individual stores buy such supplies from local shops and only in the amounts they need.

Elimination of unnecessary paper work reduced records to manageable proportions. No store, not even the mammoth Marks and Spencer at Marble Arch and Oxford Circus, now has more than one filing cabinet to house all its records. At Kingston, the two top drawers of the cabinet hold records for 160 employees In a two-day spring cleaning at the Head Office, 189 filing cases were thrown out.

Each step of simplification meant that the chain could operate with fewer people. No one was fired, but those who left were not replaced. Kingston cut down the number of weekly hours spent on records from 178 to 50, and did a bigger turnover with 70 fewer girls.

Throughout the chain, savings due to increased efficiency were so great that in 1959, 8,000 fewer employees did $112 million *more* business than in 1955. Sweeping away the paper barrier, the staff became more familiar with the goods they handle, and managers learned to know better the people they supervise. And Marks and Spencer savings were made with no lowering of standards.

Sir Simon hopes that his war on paper will spread across the nation. "Few people realize," he says, "what an immense burden of rent has to be paid for the space used to store totally unnecessary records — especially by Government Departments."



CHARLES W. HAYES, Vice President of Hayes Tools, Inc.

"NCR PAPER saves its entire cost several times each year."

—Hayes Tools, Inc., *Dayton, Ohio*

"We have been using NCR Paper (No Carbon Required) since its introduction to industry," writes Charles Hayes, Vice President of Hayes Tools, Inc. "It enables us to reduce costly duplication in paper work by eliminating the need for inserting and removing carbons. With NCR Paper, originals and copies are picked up as a complete unit.

"Our experience has proved the flexibility, convenience and economy of NCR Paper. Our employees like it too, because NCR Paper forms are cleaner and easier to use.

"We estimate NCR Paper saves its entire cost several times each year through savings of time and effort."

Vice President of Hayes Tools, Inc.

It's the cost-in-use rather than the purchase price that determines the true cost of your multiple-copy forms. Invest in NCR Paper forms and get dividends through time saved and increased record-keeping efficiency for your business.

ASK YOUR LOCAL PRINTER OR FORMS SUPPLIER ABOUT NCR PAPER

NCR PAPER ELIMINATES CARBON PAPER

Another Product of

***THE NATIONAL CASH REGISTER COMPANY*, Dayton 9, Ohio**

1039 OFFICES IN 121 COUNTRIES • 76 YEARS OF HELPING BUSINESS SAVE MONEY

Use Readers' Inquiry Coupon on Page 98

"AUTOMATION" FOR DEPENDABLE MEDIA DATA?

YES and its name is...

If the media executive had to ferret out personally the detailed facts concerning quantity and quality of the circulation of each magazine offered to him for reaching and influencing a specific market, he would be bogged down hopelessly with the sifting of figures, claims, and conjectures. It would leave him no time for his executive function of evaluating and making important decisions. Advertising and selling would proceed at a snail's pace.

In this era of accurate data processing, the media buyer, too, has his "AUTOMATION." The ABC reports are the "Univac" of media data. Objective, unbiased, and wholly disinterested — the non-profit Audit Bureau of Circulations processes the circulation facts of member publications so that media executives have the facts at their finger tips, for evaluation and decision.

When you flip the page of an ABC report, it's like pressing a button on an "Automation" computer. For instance, take the three important questions on the right.

WHAT MARKET DOES IT COVER?

ABC reports show a breakdown of circulation by vocation or business with quantity in all categories. You know exactly the people you are talking to.

IS IT NEEDED AND WANTED?

ABC circulation means PAID circulation. Businessmen will PAY for the publication they need and want. ABC reports tell exactly how many.

DOES IT INFLUENCE ITS READERS?

ABC publications must be useful to the reader in his work. He proves it by renewing his subscription. The renewal rate in the ABC report is the tell-tale figure of influence.

— and you can "press" dozens of other "buttons" in the ABC report and get immediate answers to a host of questions that will help you determine accurately the value of a publication's circulation.

Office Management—since 1940 the authority of the office field—parallels its dynamic growth. Office Management, now combined with American Business, offers a circulation of 37,000 management executives concerned with office administration — by far the largest ABC Paid circulation in this field.*

** Subject to ABC audit.*

Office Management
and AMERICAN BUSINESS

212 FIFTH AVENUE
NEW YORK 10, N. Y.

Information is complete

(*From page* 24)

he knows from the invoice exactly what remains to be shipped.

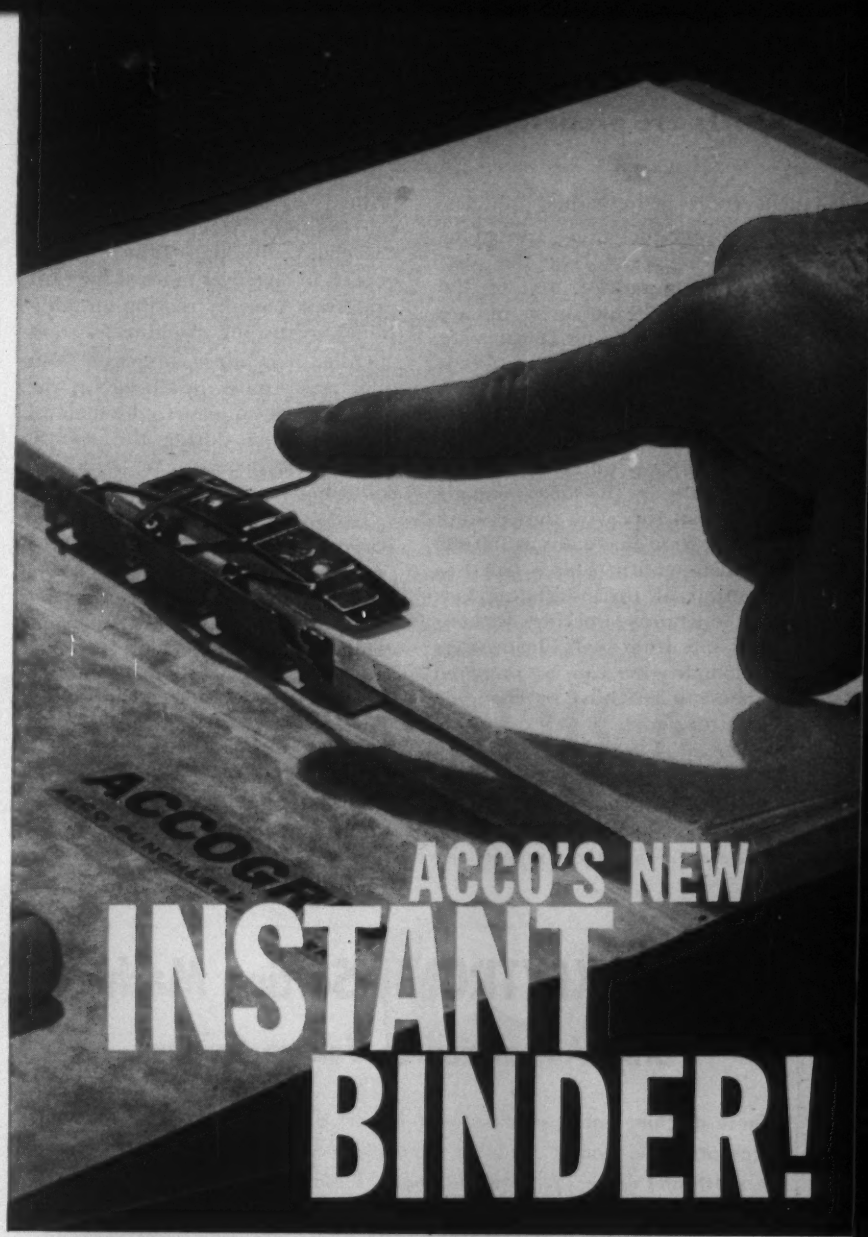
When the regular invoice is mailed, the back order copies are kept in the factory office. The carbon between the two forms is removed, but the back order shipping memo copy has a carbon coating on a portion of its reverse side. When shipping sends out all or part of the back ordered goods, it can manually strike out or amend the number of pieces back ordered and enter the number of pieces shipped. The carbon coating permits reproduction of this handwritten information on the back order packing slip as well.

This system has the effect of starting the invoicing procedure all over again on the basis of the newly written information from shipping. This process can continue indefinitely until all back ordered pieces have been shipped.

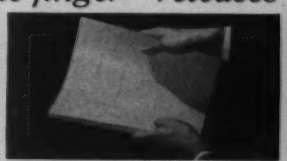
Labor costs are low

Labor costs for this integrated data processing system are low in comparison to other systems. Since the job of the operators is typing and filing, rather than actual data processing, they can be trained more easily and paid typists' salaries. Thus, the additional cost to True Temper of having an automatic rather than a manual system is no more than the difference between today's clerical salaries and those of 1957 when the system was introduced. The cost of the equipment is offset by the fact that fewer employees are needed to operate it.

Of even greater significance to True Temper, Ferguson notes, is the availability of fresh, complete management information. This information is essentially the same as that produced by True Temper's manual system. The major point of difference, however, is the greater completeness provided by the automated system. The speed of this installation makes it economically feasible, for the first time, to provide the exact information needed for accurate sales and production analysis. Instead of providing data by product group, for example, the new system breaks down manage-



GRIPS AT A TOUCH *of the finger—releases instantly, too. ● Has ½" capacity—yet holds even one sheet securely. No marring. No holes. ● The ideal work organizer.*



Hundreds of uses—work sheets, photos, catalogs, letters, sheet music, blueprints. Genuine pressboard—red, black, grey, green or blue. Letter, legal size.

ASK FOR ACCO's new booklet "Ideas That Save Time and Space" —available free at office outfitters.

Or write: ACCO PRODUCTS, A Division of Natser Corporation, Ogdensburg, N.Y.- In Canada: Acco Canadian Co., Ltd., Toronto

ACCOGRIP* ACCO PUNCHLESS BINDER

*TM pending

Reports are prepared from punched cards

ment reports by individual products.

The by-product tapes created by the Flexowriters during the sales order writing process, and by the Computypers during invoicing, are sent to the Tabulating Department for processing. The initial step is the conversion of the punched paper tape to IBM cards by an IBM 047 Tape-Card Printing Punch. Since most of the card punching is done automatically by the tapes, a single operator can supervise the creation and verification of as many as 100,000 tab cards a month. This is equal to the output of three full-time keypunch operators working without tape. Tapes from both Flexowriters and Computypers can be prepared on the same machine by changing the control panel.

The cards are then run through IBM sorting and collating equipment and fed into an IBM 407 Accounting Machine which prints out the reports. Some reports are printed by Statistical Tabulating Corporation's service bureau in Cleveland, although True Temper expects to take over more of the card processing soon by renting an additional accounting machine.

Order item cards, prepared from sales order tapes produced on the Flexowriters, summarize by item all orders written during the month. From these cards are prepared the following reports:

1. Monthly summary of orders entered by product item;
2. Monthly summary of orders entered by metal component;
3. Monthly summary of orders entered by wood component;
4. Quarterly analysis of customer accounts during the current calendar year as compared to the previous calendar year.

Invoice order cards are prepared from tapes produced at the factories on Computypers. These cards are used to prepare further reports:

1. Monthly analysis of sales by plant for the sales journal;
2. Monthly cost analysis by plant;
3. Monthly summary of items shipped by plant;
4. Monthly report of sales by territories, which forms the basis for salesmen's commissions, and monthly sales report by customer, including customer activity during the current year to date;
5. Annual analysis of value of goods shipped by state, which is used for tax purposes in those states requiring such records.

"With this kind of performance," Ferguson concluded about True Temper's installation, "our IDP system is doing everything we can ask of it. Order writing and invoicing have been speeded with automatic writing techniques; accuracy has been improved with the elimination of repetitive writing; our factories have been relieved of all pricing and calculating efforts; and statistics are being gathered automatically and more quickly. In short, we feel we are reaping real benefits from the advantages of integrated data processing."

Universal KEYTRONIC Sorting Machines

Bring Automation To Volume Sorting

These machines are precision built to sort original forms instantly and accurately. Six models available to handle forms from 2¾ to 11½ inches in width and up to 12 inches in length. Present users report as much as 75 per cent savings of cost and time over manual methods.

If you will furnish information concerning your requirements—methods of sorting, volume, etc., Universal will gladly evaluate your requirements and make recommendations accordingly.

Economy Plus Quality

Speed

Versatility

Simplicity of Operation

UNIVERSAL BUSINESS MACHINES, INC.
P. O. Box 5183
Columbia, South Carolina
Telephone: SUnset 7-4000

Use Readers' Inquiry Coupon on Page 98

Poor paperwork control raises forms costs 20%

American companies are wasting 20 per cent of the money they spend on printed business forms because of poor paperwork control, Tom S. Bowman recently told an American Management Association seminar meeting in New York.

Bowman, New York district manager of the Cullom & Ghertner Company printing firm, singled out proper forms management control systems as the key to reducing the 20 per cent waste. He noted that "a well-organized forms management program in any company will result not only in less paperwork, but, from the over-all management point of view, it will bring about better communications and general management operation throughout the organization."

The executive also revealed that one of the major reasons for high paperwork costs lies in the fact that management has little concept of the cost of a printed business form such as a memo or invoice. "Such forms, if improperly ordered, designed, and used, can cost up to $20 each," he reported.

Answering the call for quick copies

One minute at an automatic printer . . . seconds at an A. B. Dick Azograph® duplicator. Just that fast, Western Electric Company's Massachusetts plant produces all shop order paperwork for making the complex carrier systems used in central telephone offices.

Although this astonishingly intricate equipment involves many components produced at far-flung departments, Western Electric's one-writing shop order system requires just 15 copies to guide production, accounting and shipping. The patented A. B. Dick Azograph duplicating process was chosen to assure complete cleanliness, even when duplicating masters are passed from one department to another—and corrected or modified.

Azograph, spirit, photocopy, offset, mimeograph—A. B. Dick equipment answers *every* call for more efficient production of copy communications. Mail the coupon for more information or see your local distributor of A. B. Dick products—listed under "Duplicating Machines" in the yellow pages.

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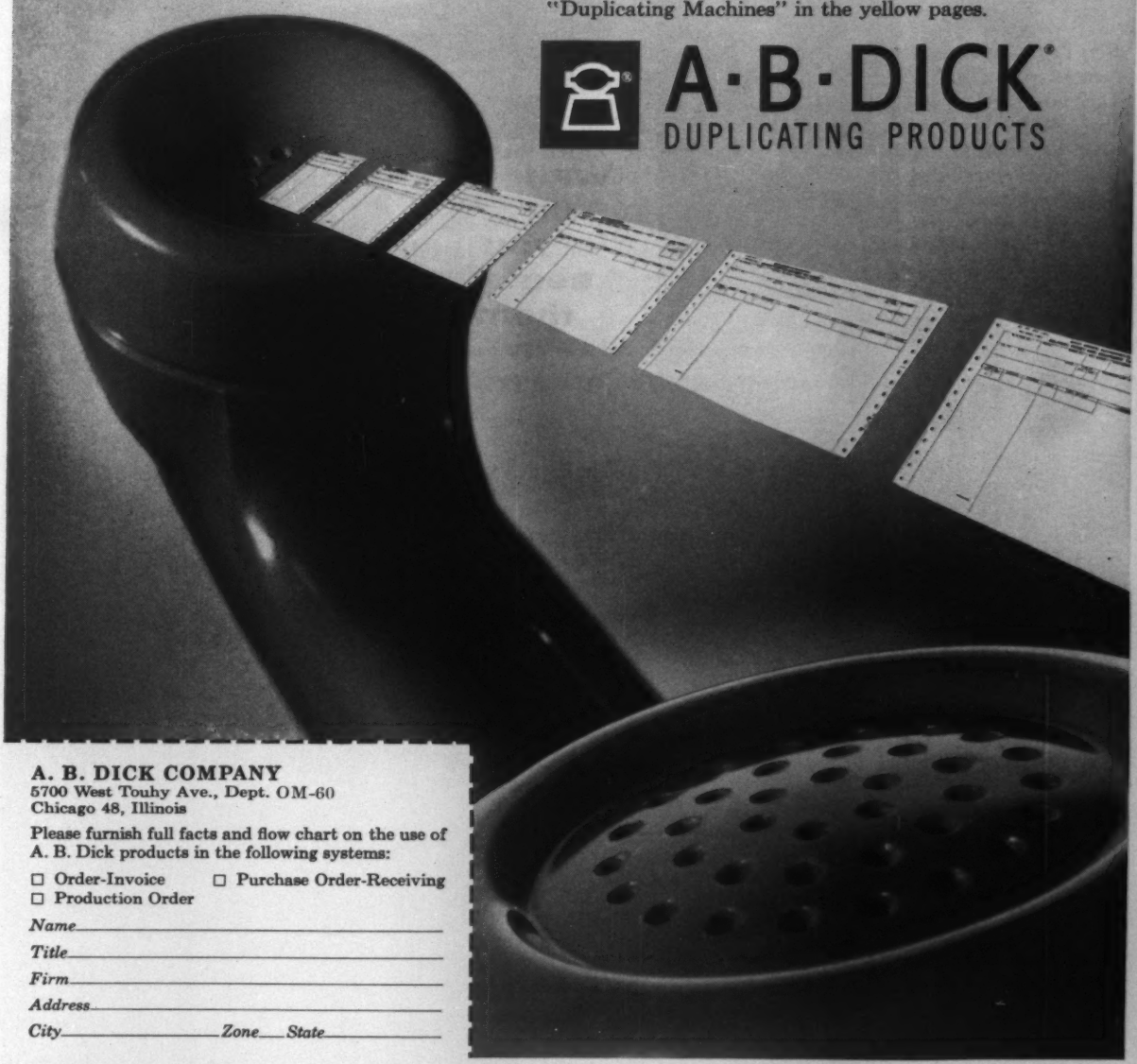


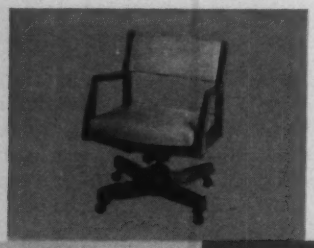
A. B. DICK COMPANY
5700 West Touhy Ave., Dept. OM-60
Chicago 48, Illinois

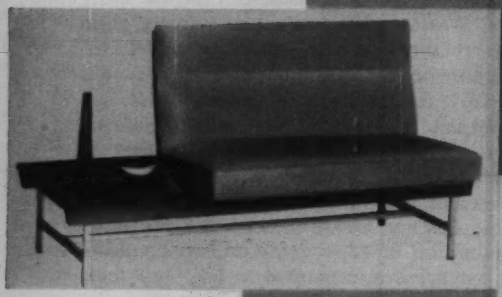
Please furnish full facts and flow chart on the use of A. B. Dick products in the following systems:

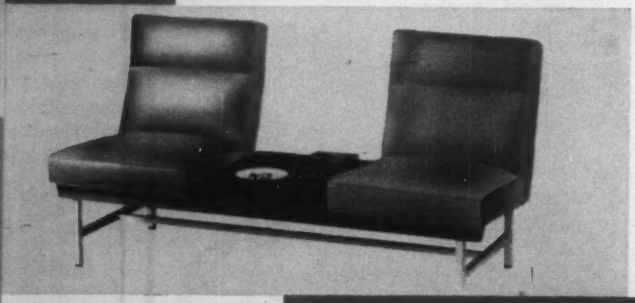
☐ Order-Invoice ☐ Purchase Order-Receiving
☐ Production Order

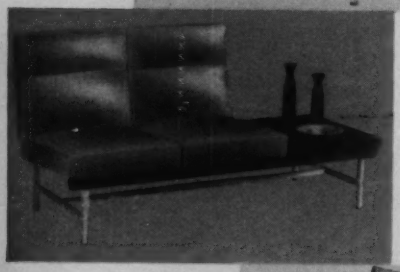
*Name*_____
*Title*_____
*Firm*_____
*Address*_____
*City*_____ *Zone*____ *State*_____

Chairs shown from Monarch Furniture Company, High Point, N.C.









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NEW OFFICE FURNITURE PAYS FOR ITSELF

Although returns from investment in office furniture are not easily measurable, handsome dividends can be realized

By J. EDGAR KENNEDY

Hardwood Dimension Manufacturers Association

MUCH HAS been written and said about the virtue of making offices functional, efficient, attractive workplaces. Magazines published for the architect and businessman are filled with paeans to various styles of furniture and interior motifs. But a good many management executives – particularly those connected with smaller firms–are unimpressed. Their attitude might be summed up as follows: "Sure, the new furniture looks nice, but can the cost be justified?"

I'll have to admit that a new desk won't pay off in the same way that a new accounting system will, for example. This really doesn't prove much, however, because each year American businessmen pay millions, perhaps billions, for benefits that are largely or completely unmeasurable on paper.

Yet these investments can return handsome dividends. Anyone who doubts the virtues of air condition-

Combination of executive desk and conference table provides access to drawer space.

Modern, informal reception center shows results of "new look" in office furniture.

ing has only to work for a while in the steambath that the typical office becomes during the hot summer months. True, some executives and office workers survive in non-air conditioned offices. Many of them are still operating out of desks built 20 or more years ago, also. But can they work at top efficiency?

One evidence of the "new look" in office furniture is the "conference" desk. These units are manufactured in both metal and wood, but because the latter material is so easy to shape, the greatest variety is in wood conference desks; they are available in L, U, "boat," "boomerang," and a number of other shapes. The basic purpose is the same in all cases: to seat comfortably, yet in close proximity, a small group of individuals who have matters to discuss in common. There's enough desk surface for the conferees to take notes, plenty of room underneath – uncluttered by furniture legs—to prevent barked shins and stubbed toes, and each member of the group can hear and be heard easily. A report or memo laid on the table can be read or worked on simultaneously by all or most members of the group.

When conferences are held at desks that weren't originally designed for the purpose, papers have a habit of getting lost, verbal communication tends to break down, and the tasks of keeping legs out of the way and balancing a notepad on the knee take attention away from the business at hand. The inability of old-fashioned desks to accommodate conferences is indicated by the widespread use of conference tables. They solve the above problems, of course, but they also require additional space that invariably is anything but cheap.

Disarrayed desk not pretty

The disarrayed desk has always been a not-so-pretty common sight. But if, as some observers contend, the productive executive works best when immersed in a sea of confusion, it is also true that clutter represents a constant threat to his efficiency. Losing something in that jungle is so easy, and there is no more maddening, time wasting chore than trying to find it afterward. Desks built before World War II generally can't cope with the clutter problem effectively. Many of them are quite roomy, but both the amount and character of their storage space are fixed.

Today, most office furniture manufacturers build modular units—cabinets and work surfaces of various sizes which can be combined in several different ways to provide a work station cut to the pattern of each executive or office worker's needs. When additional storage or working area is needed, the station can be enlarged simply by adding units, or by replacing a given desk top with one that is larger. Since the new furniture has the same finish and decorative treatment as the earlier acquisition, the problem of appearance is neatly taken care of.

A basic advantage of modular construction is that it makes storage units of different sizes interchangeable. Two shallow drawers, for example, can be put into a cabinet space that originally held one deep drawer, or vice versa. This feature pays off if, as frequently happens, a given desk or cabinet is used by different individuals and departments during its service life. A big reason for clutter, at least at the clerical and lower executive levels, is that when old office furniture changes hands, its storage areas can't be rearranged and modified to fit the new user's needs.

Modular construction also simplifies the problem of relating the work station to the managerial rank

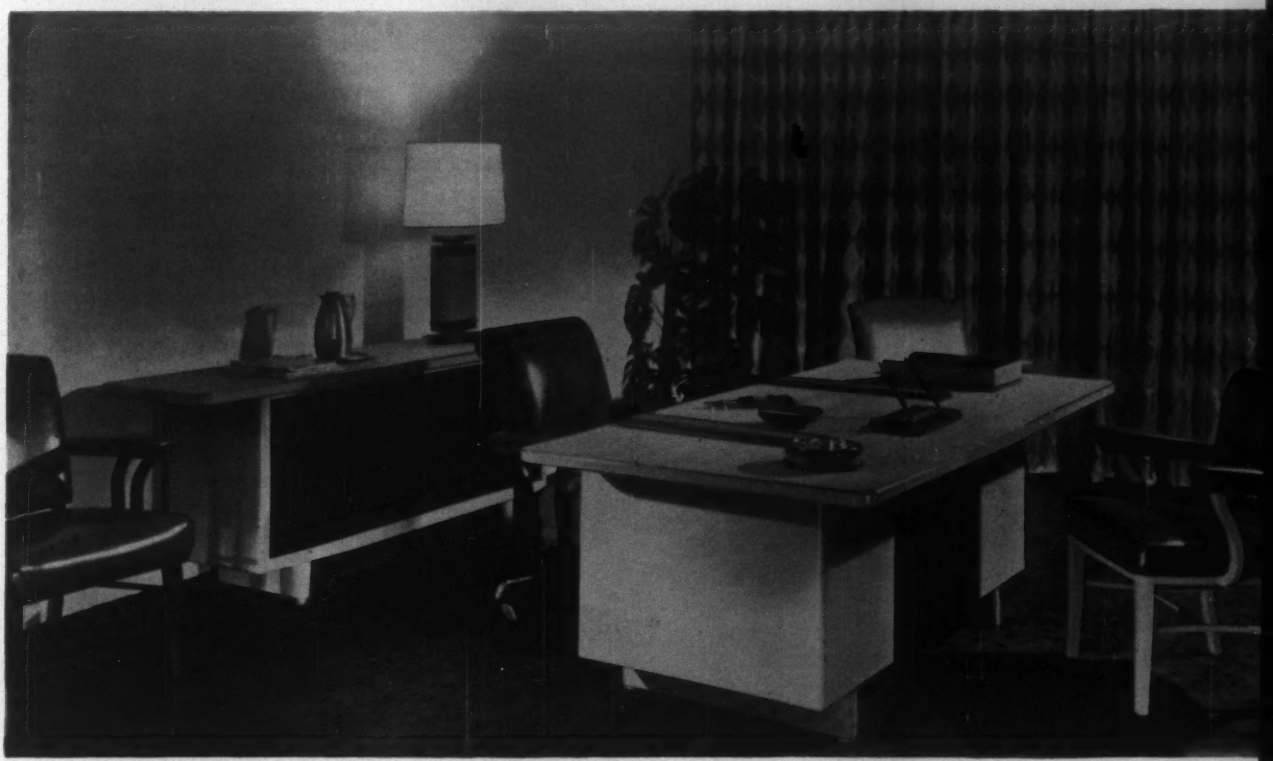
of its occupant. In many companies, the same basic desk is used at several executive levels, which cuts costs, yet status is preserved by giving higher-echelon officials extra storage units or larger desk tops. This is particularly easy when wood desks and cabinets are used; manufacturers of wood office furniture were the first to explore the modular concept, and today they offer an array of units that is almost bewildering in its variety, designed to fit just about any need and budget. One catalog, typical of the others, shows 30 basic desk and storage components, capable of being combined in literally hundreds of ways. The amount and size of the furniture most often found in larger companies is determined by the executive's rank; the higher up, the more and better wood furniture.

The modular concept also permits the work station to grow with the duties of its user. Probably the most common complaint concerning office furniture is that it doesn't provide enough room. In the vast majority of cases, the shortage is due to the fact that the job has outgrown the space initially provided for it.

The pragmatic executive who eschews modular design because the massive, unlovely, glass-topped monster at which he now works permits him to get things done with reasonable dispatch, overlooks the times when he or his secretary spend precious minutes or hours trying to locate a memo needed in a hurry. He assumes that such delays and waste motions are more or less inevitable, and thinks the recent advances in office furniture are largely the products of over-imaginative advertising.

The truth of the matter, of course, is that an office work station is much more than an assemblage of drawers and plane surfaces. It is an office machine, fringe benefit, status symbol, and sales promotion tool combined. Viewed in this light, the need for well designed office furniture is at least as great as the need for modern typewriters or coffee breaks.

An efficient, attractive work station is no panacea, of course; a conference desk can collect as much clutter as any other type. But all of the other devices employed to promote efficiency in today's office are equally fallible. On the other hand, it stands to reason that an individual with reasonable motivation and intelligence, and a normal sense of order, will be able to work more effectively if given adequate room to spread his work out in front of him, and enough space close at hand to store it in easily retrievable fashion, than if he lacks such room and space. Surrounded by attractive, comfortable, familiar materials, he'll be more content as well. Well designed office furniture, in other words, can be a potent force for greater efficiency—if you give it a chance.

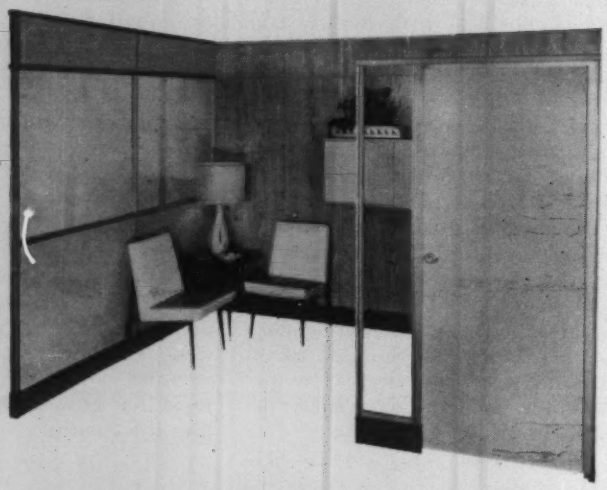


Cabinet behind desk holds executive's work materials, keeps desk top uncluttered.

OFFICE DESIGN

OFFICE PARTITIONS MEET VARIETY OF NEEDS

By MARY D. LYONS



Because of the monotony imparted by the old metal partition, manufacturers are now using a great variety of new materials.

Par.ti'tion *(par.tish un; per-) n. (F., fr. L. partition. See PART, v) 1. A parting; separation; division. 2. That which separates; specif., an interior wall dividing one part of a house, enclosure, etc., from another. 3. A portion; a section or division. 4. a Law. The severance of common or undivided interests, particularly in real estate; a division into severalty of property held jointly or in common.*

WEBSTER'S DEFINITION of the word, "partition," seems somewhat picayunish in describing an item which has not only become a thriving fifty-to-sixty million dollar-a-year industry, but which has also done much to revolutionize modern office design. In fact, if business eras were ever officially designated, the one we are living in now might easily be regarded as "the age of the partition."

It is the partition which has been largely instrumental in removing from the American office its air of hard-hitting practicality and replacing it with an almost monarchal splendor. And this atmosphere of majesty provided by ego-boosting partitions has injected itself into that other great phenomenen of our time, the modern American businessman, who, having long since become an epicure who can discourse learnedly on cuisine, and fine wines, has also become an avid collector of the fine arts, themselves. (Art, by the way, is reportedly responsible for a new office "wall-to-wall" stratification, which eliminates an executive's having to change offices as he soars into higher echelon. The mark of the rise is established by merely hanging an original painting on

The newest wall system being produced by the E. F. Hauserman Co., called Delineator, has panels and posts which are 2¼ inches thick, and is adaptable to the use of a wide variety of wall coverings, such as silk, vinyl, grasscloth, and flannels.

Frosted, fluted glass is incorporated in these partitions from Marnay Sales Div. of Rockaway Metal Products Corp.

his wall, or in the joint of his partition — and should he be demoted, the original is easily and quietly replaced by an obscure water color or inexpensive print, unmounted.)

Three categories exist

For the sake of clarity, the three types of interior office partitions are usually described as:

1. The permanent wall, which is the cheapest to install and the most expensive to tear down. It is usually about six inches thick, thus allowing a maximum of privacy and acoustical control; it is, however, not at all space conserving and, of course, not flexible. It is made of stud, lath and plaster, poured concrete, or cement block. This type is a permanent fixture and cannot, to repeat, be moved without total loss. This was the standard in the building industry until the early 1900's.

2. The movable wall, which is about three inches thick. It is made of prefabricated metal panels and is attached to both floor and ceiling at each joint. Relocation is possible with skilled mechanics, and it is sold by the foot on a contract basis. The movable wall can offer a high degree of privacy and acoustical control. It is not, however, easily removable, and is considered to be a part of the building function, and therefore depreciated as such.

3. Free standing partitions are usually about 1¾ inches thick and are also made of prefabricated panels and posts which are attached to the ceiling and floor at infrequent intervals. They are sold by the piece as a stock item and are considered to be an item of furniture since they contribute nothing to the building function. They are extremely flexible for re-arrangement but offer relatively little sound control.

Again, for the sake of clarity, both movable walls and free standing partitions may be included in the term movable partitions.

Movable partitions are much costlier to install than the solid masonry wall, and as said before, do not offer the same feeling of permanence and degree of privacy. (Masonry walls are still practically always used in offices which demand the highest prestige.) However, movable partitions, though expensive to install, might be said to pay for themselves during the time of occupancy, and therefore, say partition people, should be considered an investment rather than an expense. (Their ease of maintenance must also not be overlooked.)

Partitions are needed

Some of the most common purposes of movable partitions are:

1. To separate the public from the working side of an office.

2. To control traffic and reduce wandering.

3. To provide distraction barriers in that they discourage unnecessary conversation, reduce noise level, and reduce visual distraction.

4. To provide a measure of privacy for confidential conversation and concentration.

5. To offer prestige and morale factors to the occupant.

6. To hide unsightly areas from view.

Another advantage offered by the partitioned office is of a matrimonial nature. Today's "thinking wives" all over the country are said to prefer partitioned husbands to those walled-in by masonry for the simple reason that the lack of privacy afforded by movable partitions has practically annihilated the fabled "aging-yet-amorous boss and seductive secretary" relationship.

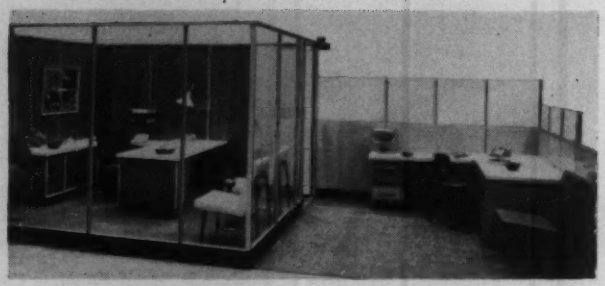
Partition champions would like to apply Robert Frost's famous line, "Good fences make good neighbors," to partitioned offices and their dwellers. Unhappily, however, this is not always the case. The partitioned office has definite disadvantages. In fact, the less-than-ceiling-high partitions, especially, have given rise to some new kinds of office perils. There are, for instance, the partition-listeners (that curious breed of person who keeps his ears constantly and annoyingly glued to his partition in order to hear his neighbor's telephone conversations.

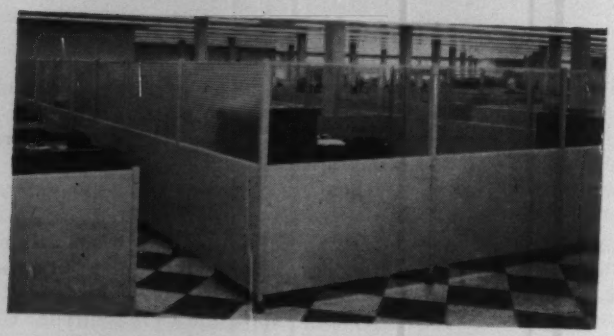
Office politics, too, are said to have been adversely affected by the dangerous illusion of privacy offered by movable partitions.

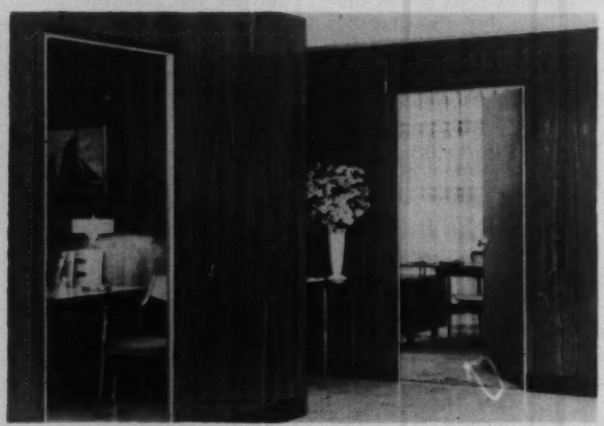
Another opinion is offered by Robert Gad, director of office planning for Shaw-Walker, and a leading iconoclast in design circles, who says:

"One of the more controversial aspects of good office layout is that

The need for flexibility is obvious







From top to bottom of the page are pictured: glass partitioning by Workwall Div. of L. A. Darling; a partition installation by General Fireproofing; U. S. Plywood's walnut movable walls; and example of partitioning in New York's Seagram Building. (Photo by courtesy of J. Gordon Carr)

concentration, decision-making and creativity require silence, isolation, and *compartmentation*. This may be true for some people, but if it were totally factual for everyone, no battles would be won; no laws passed in congress; no decisions reached by jurors; no problems solved in family kitchens or living rooms; no airplanes flown, no fires put out, nor surgical operations performed – and last, but not least, no newspapers published."

Regardless of the advantages and disadvantages involved, the fact is that the movable partition has become integral in the design of practically every new office building now under construction or in the planning stage.

It was just a half-century ago that the partition was introduced in this country. This first, now rather antiquary structure, was constructed of hollow core metal and was used as a fire barrier primarily in educational and mental institutions. These humble panels, now practically defunct, pioneered the design principle which produced the first true movable partition in about 1917.

These first truly movable partitions were used almost exclusively in factories. They provided enor-

Office departments may be separated by means of this 66-inch-high Techniplan partition with fluted glass panels manufactured by Globe-Wernicke Co. Each worker within the department can be given semi-privacy by 54-inch-high partitions with clear glass.

mous "padded cells" for noisy machinery and labor in order that management could hear itself think.

Today, the prosperous movable partition industry comfortably supports some of the nation's most prominent basic material suppliers, the increasing number of partition manufacturers, hardware producers, and a great number of fringe-area companies.

The remarkable growth of the industry is greatly indebted to the office building boom that followed World War II, and which still booms gloriously on. Before the war, in 1941, the total sales output of movable walls was less than $6 million. Today, although the industry may not have reached its ultimate financial fruition, it is, to say the least, "doing well."

Space is a factor

Another contributing factor to the emergence of partitions was, and still is, the problem of space. What to do with personnel still bewilders management, and without partitions to ease the problem, offices would probably resemble cramped labyrinths.

The design concept of open planning has called upon the use of free standing partitions. Open planning is simply the laying out of huge rooms that may run from one end of a building to another. The combination of this concept with free standing partitions is extremely economical since the partitions, not being of ceiling height, do not shut out daylight, and both air conditioning and lighting are fairly simple. This type of arrangement, of course, is hardly conducive to any sort of deep "thinking" job since there is practically no sound control.

The manufacturers of partitions are presently — and perspiringly — racing against each other in a partition contest which involves three different goals: A. To make the partition with the best flexibility-appeal; B. To make the partition with the best acoustical-appeal; and C. To make the partition with the best aesthetic-appeal. This energetic competition was initially sparked about five years ago by architects and designers, who, unwilling to tolerate the conservative "take it or leave it" attitude of partition manufacturers, forced them on to better, and still better efforts.

The need for flexibility is obvious. Flexibility involves easy removability, and simplified components seem to be the means to this end. The integration of lighting facilities, air conditioning ducts, etc., is also paramount.

The race for sound control involves only the ceiling-height partitions. According to architect J. Gordon Carr, "one of the greatest objections to movable partitions is the problem of acoustics. Noise leakage comes around the joints, through the ceiling, the doors, and the base, so even though the panels themselves might be excellent, this means little without careful attention to other factors. The practice today is to set standards of performance, design, and construction—depending on the need in each area—and for the occupant to understand the limits of such standards. Then he must live with them."

Improvements are sought

The participants in the sound race are struggling against acoustical *cul-de-sacs;* joints are becoming tighter, gaskets are being used, baffle planes are integrated with the design, and there are even partitions built to be flexible rather than rigid, to eliminate the drum effect which contributes to the transmission of sound.

The race for aesthetic-appeal is of tremendous importance especially now that business as a whole has become so decor-conscious. At first, businessmen were content with ordinary metal partitions, but these eventually became monotonous and incongruous with the use of good pictures and bright, well-designed appointments. So manufacturers put their minds to developing more colors and varieties of surfaces. Partitions may now be ordered in full-height glass, wood paneling, fabric-covered panels, plastic, enameled metal, or any other material that meets the architectural designing, or executive wish. The finishes can be

permanent or they can be changeable. Plastic partitions will soon be on the market, as will be partitions of fiber-glass with interesting integral colors; there are even partitions with a membrane base covered with a sprayed-on plastic.

Partitions may be secured to walls, floors, or ceilings by a variety of means. Some units are fastened together at right angles, enabling them to be self-supporting without attachment to structural fixtures. Although movable partitions are not, for the most part, entirely mobile, the moving and interchanging of them, as said before, is vastly simpler than the tearing down and rebuilding of masonry walls.

Most of the movable wall systems on the market today are modular in design. They are designed to be installed with modular ceilings, floors, and mechanical facilities. The modules can be of any desired size as long as all components are consistent. If a five-foot module is employed, then walls, floors, ceilings, ceiling-installed lighting fixture and air conditioning vents must maintain this dimension. The ideal situation, of course, is where the entire structure, outside as well as inside, is based on the same modular unit. The panels of interior partitions are usually designed to standard measures so that if one becomes marred, it can be replaced without taking apart the entire partition. This factor allows door panels to be easily added if necessary.

Folding walls are flexible

Folding walls and doors are also becoming very popular in new buildings. They provide maximum flexibility and are very useful in providing areas for conferences or meetings. Space is utilized to a high degree because, through the use of folding walls or doors, one large area can be sub-divided to accommodate several different groups at the same time. Folding walls and doors usually ride suspended from overhead tracks. Some can be operated electrically, but most are manually opened and closed.

Before the installation of interior partitions, two essential considerations are always ventilation and light. Where light fixtures are widely spaced, the arrangement and rearrangement of partitions may create shadows in the wrong places. Also, placement of partitions must be planned in terms of their relation to air conditioning outlets, fans, or windows if ventilation is not to be impeded.

These problems are non-existent in offices where strip lighting or glowing ceilings and plenum ceiling air conditioning ensure that the arrangement of partitions does not cut off a space from light or air sources. Many of the new buildings employ this type of lighting. However, in older buildings, the office manager must check these points carefully before authorizing the installation of a partition.

Information for this article was contributed by: J. Gordon Carr & Associates; General Fireproofing Co.; Airwall, Inc.; Corry Jamestown Corp.; Cutler Metal Products Co.; L. A. Darling Co.; Globe-Wernicke Co.; GR Products, Inc.; E. F. Hauserman Co.; Holcomb & Hoke Mfg. Co.; Marnay Sales, Div. of Rockaway Metal; National Gypsum Co.; Richards-Wilcox Mfg. Co.; Simpson Logging Co.; Virginia Metal Products, Inc.; United States Plywood; and Shaw-Walker Co.

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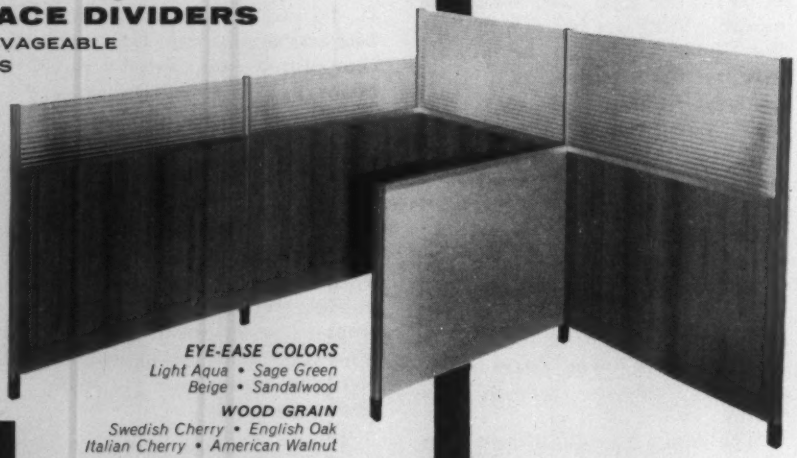

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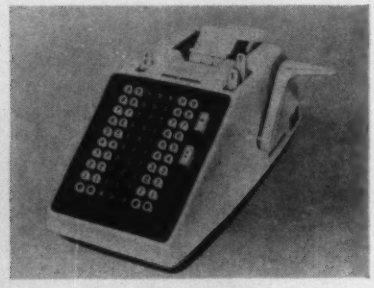
*Dealers listed in Yellow Pages under "Office Furniture." • The Globe-Wernicke Co., Norwood, Cincinnati 12, Ohio

NEW SYSTEMS AND EQUIPMENT

◀ **Semi-circular desk** 1

A semi-circular desk that serves as a conference table as well as an imposing executive desk is new from B. L. Marble Furniture. The diameter is eight feet. The unit combines the warmth of wood — book-matched walnut veneers — and the strength of steel—a steel suspension system built into the structure. Conference chairs are the "Ring Chair" design by Hugh Pettibone. B. L. Marble Furniture, Inc., Bedford, Ohio.

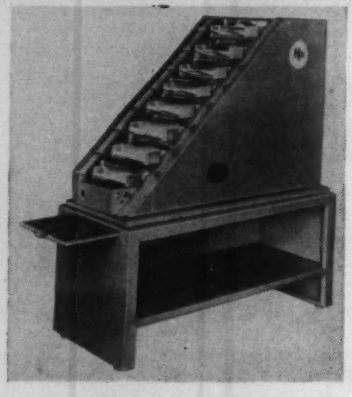


▲ **Adding machine** 3

An adding machine that prints subtraction figures in red is the feature model of the new adding machine line being introduced by Smith-Corona Marchant, Inc. This new direct subtraction model, designated the 67S, is designed to provide a low cost adding machine for the small business and "office in the home" market. Smith-Corona Marchant, Inc., Syracuse 1, N. Y.

▲ **Portable camera** 2

Copy-Cart, a new portable recording camera manufactured by Peerless Photo Products, Inc., is being distributed nationally by Charles Bruning Company. According to the manufacturer, Copy-Cart can copy 450 letter-size originals an hour at a cost of four and one-half cents each. The desk-high cabinet is mounted on casters so that it can be moved about the office. Charles Bruning Co., Inc., Mount Prospect, Ill.



◀ **Collating machine** 4

Electric collating machine gathers printed or mimeographed sheets at a rate of eight per second, stacks them automatically in a criss-cross pattern. Unit weighs 300 pounds, occupies 20-by-48 inches of floor space, and is 57 inches high. Halverson Products Co., Inc., 1051 N. Paulina St., Chicago 22.

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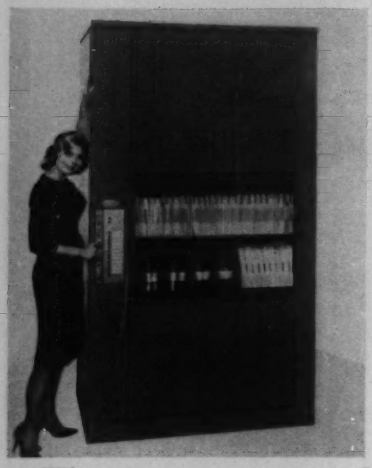


▼ **Filing system** 5

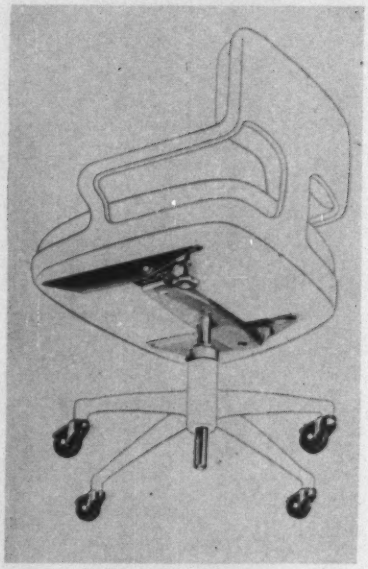
Motorshelf filing system handles standard correspondence or legal size files. Records are brought within reach of the operator automatically. Wheeldex & Simpla Products, Inc., 1000 N. Division St., Peekskill, N. Y.

▶ **Change maker** 6

Three different coins can be changed with this manually operated Multi-changer. Equipped with a heavy-duty steel cabinet with double locking devices for protection against vandalism, the change-maker holds up to $300 in change, and can be furnished with any of 364 different combinations of coins, tokens, and change, or can be adapted for use with foreign coins. Standard Change-Makers, Inc., 422 E. New York St., Indianapolis 2, Ind.

▶ **Chair control** 7

Flo-Tork chair control is a device operating on the torsion bar principle that controls the tilt of office chairs. The unit, which is said to be so sensitive that the chair responds to the slightest movement of the body, can be furnished to accommodate any chair design. The Bassick Co., Bridgeport 5, Conn.



▲ **Adding machine** 8

The new Friden Adding Machine, Model ACY-10, features a 5½-inch platen with adjustable guides, which permits the insertion of paper in several widths including individual forms up to the full platen width. Key stroke has been shortened by 25 per cent and requires 50 per cent less pressure for operation. Friden, Inc., San Leandro, Calif.

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What's your office problem? Whether it's to cut office costs, save space, make the individual office worker more efficient or improve office appearance, the new 248-page Shaw-Walker Office Guide can help you.

It also pictures, describes and prices 5000 items—Clutter-Proof desks; Correct seating chairs; Filing cabinets in 347 styles and models; Simplified filing systems; Fireproof record keeping equipment; Automation accessories. A gold mine of *ideas*.

FREE *to office and purchasing executives:* Request on business letterhead or phone your Shaw-Walker representative.

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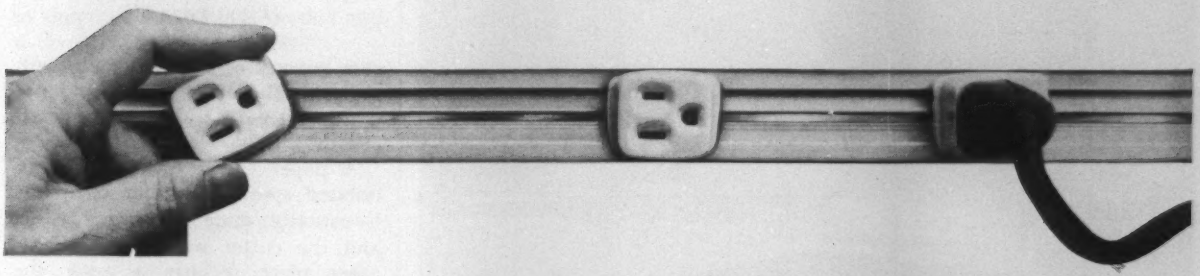

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More flexible office layout
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New 3-Wire Electrostrip® grounds office machines . . . gives you handy outlets you can move.

Here's absolute electrical safety combined with an abundance of outlet convenience. New 3-Wire Electrostrip is UL listed and meets the electrical code requirements for equipment grounding. Electrostrip outlet receptacles twist into place *anywhere* on the strip. When you relocate machines, you can relocate outlets right where you want them!

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Installs quickly on wall surfaces

Outlets anywhere you need them

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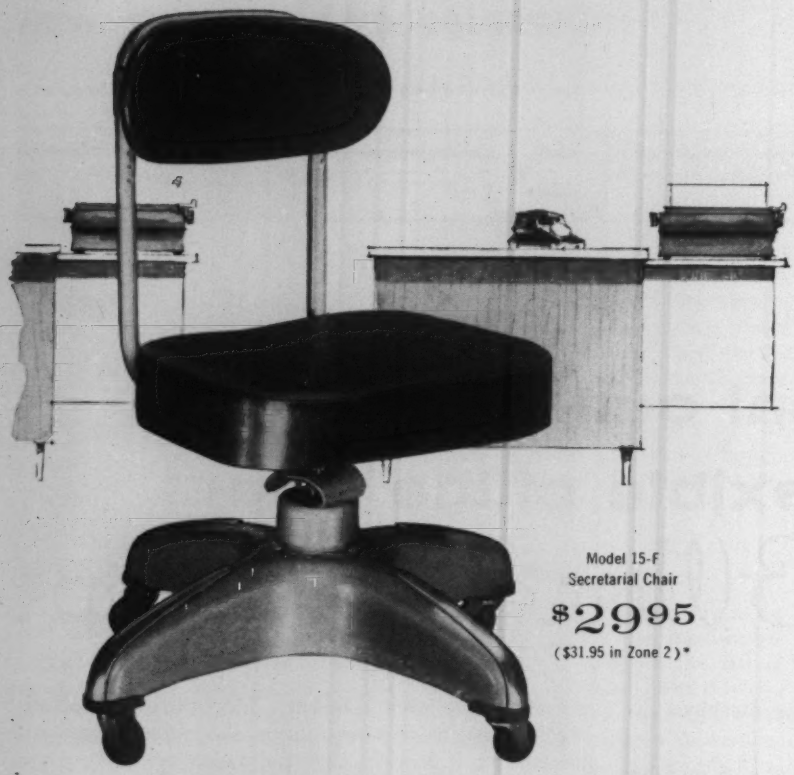

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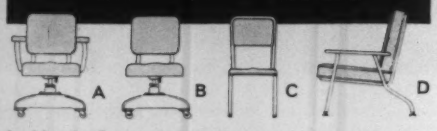

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Check list can help

(*From page* 30)

ener reposes on a storeroom shelf, although the office force could use it the other 19 working days each month!

A paper cutter was kept in an isolated spot in another company. Eventually, some shifts were made, and the cutter was moved to another place. Within a week, the cutter was used more than it had been the previous year.

While the latest equipment is bought to cut costs, some offices fight a losing battle because machines may be misused. For instance, dictating equipment has eliminated the time lost when a stenographer takes dictation. However, according to "Executives' Digest," the typical executive dictates 333,000 words a year—about twice as much wordage as the average professional writer. Given a dictating machine, some men get carried away with the delusion that they are broadcasting. And some poor steno must transcribe every melodious word. Roughly estimated, every half hour of dictation requires one hour to transcribe.

Electric typewriters have taken the drudgery out of typing, but they have also encouraged the notion that since electricity does the heavy work, it's all right to have a letter retyped five times. Despite the wonders of modern machines, it takes at least ten minutes to type one page, plus the time spent handling stationery, etc.

Calculating machines have facilitated accounting chores. Unfortunately, they have made it simple to figure the boss' bowling average or add up his personal expenses, charitable donations, and so on. And how often have duplicating machines been pressed into service to run off bowling-league scores, family picnic announcements, and other personal data?

The following check list suggests ways to rectify what's wrong with offices:

1. Uneven Work Loads

a. Keep office production records to see who is doing how much;

b. Post the records to give top producers recognition and to spur others on;

c. Analyze each job to distribute the work more equitably;

d. Rotate people in various jobs so they can pinch-hit if needed and to avoid over-specialization.

2. Study New Methods

a. Question every task: Must it be done? Is there a better way to do it? Could it be combined with some other job?

b. Listen to employees' work-saving suggestions and give them a fair trial;

c. Join and participate in associations that exchange information on streamlining methods;

d. Read business magazines that feature articles on better methods.

3. Up-to-Date Equipment

a. Sharpen your pencil and figure the high cost of *not* buying modern equipment;

b. Keep abreast of new equipment by reading office magazines and advertising literature, and attending business expositions;

c. Set up schedules to show when a machine has been written off or should be replaced;

d. Keep track of repair costs to see when a new machine would be a bargain.

4. Full Use of Equipment

a. Consider the location of office equipment. Is it placed near those who use it most?

b. Are employees trained to use equipment properly?

c. Good quality supplies are more economical in the long run;

d. Is there a control system to deter misuse of equipment?

California bank, university use computer night and day

A West Coast bank and university have joined hands in a unique "night and day" electronic data processing venture.

By day, a Burroughs 220 electronic data processing system will perform varied computational tasks for Stanford University, in the San Francisco Bay area, which has acquired the system to broaden the scope of its Computation Center.

At night, the system will be used by the First National Bank of San Jose, Calif., which has entered into a long-term lease with Stanford for use of the computer for eight hours every evening. The computer will post checks and deposit slips to customer accounts.

Non-Marking Caster Keeps Floors Much Cleaner!

This Bassick caster wheel won't mark or stain floors. Ideal for use on linoleum, asphalt tile, composition, hardwood and cement floors. Heavy traffic areas stay *noticeably* cleaner and better looking.

Bassick non-marking casters roll gently, swivel easily and stay quiet—they provide the long wear Bassick is famous for.

You get quick relief from marked up floors. This results in lower floor maintenance costs. Next time you have a replacement on any furniture or equipment, ask your supplier about Bassick non-marking casters. Designed for all types of office equipment. O.S

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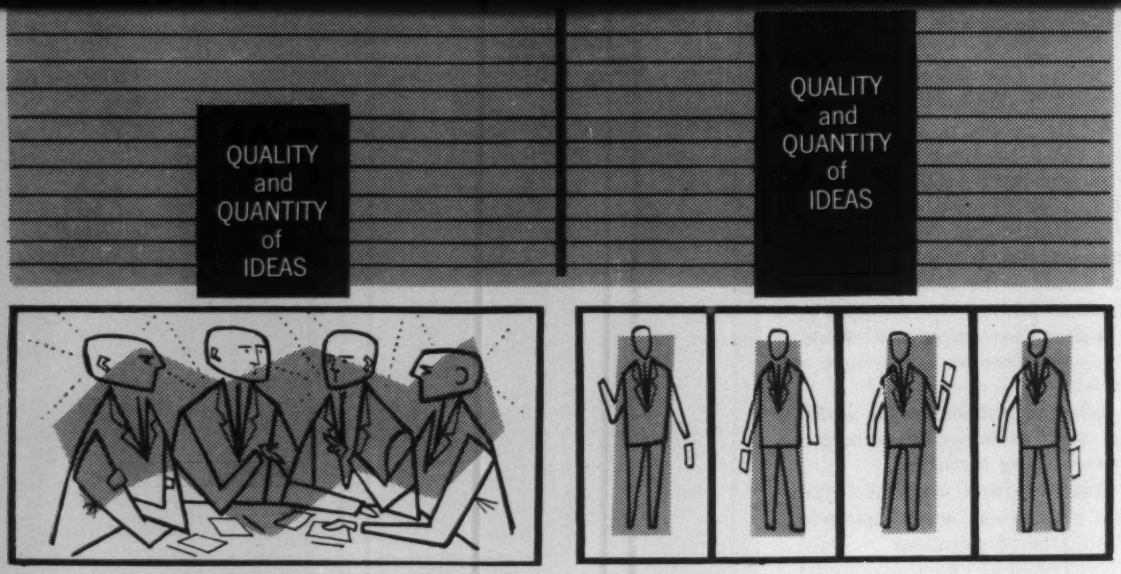

Brainstorming and . . . individual thinking.

IS BRAINSTORMING REALLY EFFECTIVE?

Recent studies indicate widely touted technique doesn't really increase output of ideas, while quality suffers

By WAYNE K. KIRCHNER
Minnesota Mining and Manufacturing Co.

ONE OF the most popular fads or fashions to hit business, advertising and personnel work in a number of years is the concept of "brainstorming." Created by a well-known advertising man, it has spread by leaps and bounds across the country, and it is indeed a poorly informed person who does not know of this technique. For the uninitiated however, "brainstorming," as it is called by its advocates, usually involves the bringing together of several people at a certain time and place to produce ideas to solve a stated problem. In this kind of approach, the problem is stated to a group which is allowed to put forth as many ideas, (good, bad, logical, silly, etc.) as possible in a certain time period. One of the key features of "brainstorming" is that no criticism of ideas is allowed. It is felt that by eliminating criticism, people will be less likely to inhibit ideas. At the same time, "hitchhiking"—the adding on to or the combining of previously expressed ideas is encouraged. Probably the most crucial thing involved in most brainstorming sessions, however, is the group approach. Usually, brainstorming is a synonym for group participation and group thinking.

Without a doubt, "brainstorming" has resulted in the production of many ideas and the solutions to many problems. There is no shortage of testimonials concerning its use and anecdote after anecdote can be recited to prove its worth. Unfortunately, there seems to be a dearth of experimental evidence in research about the value of *group* participation. Instead, one only hears that at a given brainstorming session, ten people produced 192 or 356 or 789 ideas. Quantity is all-important under this technique. Presumably, if enough ideas are made available, some must be worthwhile. This is probably true. However, there is a crucial point that is overlooked and this is the theme of this particular report. It is this: it is possible for group brainstorming to produce vast numbers of ideas and still be vastly *inferior* to individual thinking or individual brainstorming, whatever it is labeled, in terms of both quality and quantity.

A hypothetical example might illustrate this point better. If ten persons are taken into a brainstorming session and produce 100 ideas in, let us say, an hour, each person has averaged ten ideas per hour. If five of these ideas turn out to be good ones, they have what can be labeled an efficiency quotient of five per cent, in that five per cent of the ideas are valuable. If, continuing the hypothetical examples, the same ten people work as individuals, and in the same one hour period produce 150 ideas in all, 20 of which are good, this is an efficiency quotient of 13 per cent. Obviously, the individual approach has far outdistanced the group method both in terms of quantity and quality. It is true, of course, that one can cite hypothetical examples showing that the group method is far better than the individual approach, so this is not really a fair example. What is needed is some sort of objective study of the relative merits

of individual thinking versus so-called group thinking or group brainstorming to see which method is better. The question is, is there such a study available, and if there is, is it a meaningful study?

Fortunately, there is one experiment that has been done comparing the relative value of group thinking and individual thinking using the brainstorming technique. This is one recently done by Donald W. Taylor and associates at Yale University. To date, this is the only controlled experimental study comparing the group and individual approach involving brainstorming and problem solution. Because it has such striking findings, it is worth summarizing here.

Taylor had 96 Yale undergraduates, who presumably were no slouches at thinking, participate in this experiment. They were divided by Taylor into 12 groups of four men each, and 48 individuals. These were all men who knew one another, who had worked together and participated in discussion groups over a lengthy time period. Before the beginning of the experiment they were given a lecture favorable to brainstorming as a technique. In other words, every person participating in the experiment was exposed to favorable arguments for brainstorming, and presumably there were very few persons among the 96 who felt that this approach to problem solution would be ineffective.

Three basic problems, each of which did not have any specific solution, were assigned to the groups and to the individuals. They worked on these problems the same length of time. Both the groups and the individuals attempted to produce ideas as rapidly as they could and spoke these ideas into a tape recorder. Following this, the ideas were tabulated and evaluated with the following results:

1. A group, on the average, produced more ideas than an individual. In other words, one group would produce more ideas than one individual. This, of course, follows common sense. Four people working together should produce more ideas than one person working alone. There is a joker in all this, however; group performance should always be superior to individual effort simply because there are more people working on the problem. It is more meaningful, according to Taylor, and according to all rules of logic, to compare ideas produced by persons in a group situation with those produced by an *equal* number of persons working as individuals.

2. When this was done, the *real* groups were markedly *inferior* in performance. They produced *fewer* ideas and at the same time, produced *less unique* ideas. Individual performance was better both in terms of quality and quantity. Group performance, utilizing the brainstorming technique, actually inhibited creative thinking. Individual performance, utilizing brainstorming methods, was much better and much more effective.

Case for individual clear

The objective evidence from this study is quite clear. It provides tremendous evidence for those who feel that an individual approach to thinking is a good technique, and tends to throw cold water in the faces of those who think that the group method is the best way to produce ideas.

Taylor himself has two suggestions to account for the results of the experiment. He suggests, first of all, that the group method deliberately attempts to eliminate criticism of ideas but that it is highly probable that a person in a group situation feels less free of personal criticism by others, even when criticism is not expressed. A person who works alone obviously is free of any group criticism.

He also suggests that individuals working in their group are more likely to pursue the same train of thought than do the same number of people working alone. To this extent, then, group participation would tend to reduce variety which in turn would be bound to inhibit production of ideas. Both of these suggestions seem logical explanations for the experimental result.

The reporting of this study is not meant to overly disparage the group method of thinking, if it is viewed in the proper perspective. Obviously, the group approach has several advantages. Among these are the following:

1. A group approach to problem solution can produce ideas, many of which are good. No one disputes the fact that ideas occur rapidly in these sessions.

2. While this is not the primary aim of the group sessions, it does point out people who can think and who do produce ideas. These people can be utilized again in the future, both in a group and in individual situations.

3. People who participate in group sessions, generally feel that they have produced many ideas, and ideas that are worthwhile. This, incidentally, was the case in the Yale study quoted earlier. The participants felt that in a group they had done a good job, and that they had produced good ideas.

On the other hand, there are certain advantages that go along with the individual approach to producing ideas.

1. There is no critical judgment involved in individual thinking. Taylor has suggested that this is one of the major reasons why his experiment produced the results it did. In other words, outsiders cannot inhibit the production of ideas by an individual. He is bound to be freed from any overt or covert criticism on the part of group members until he has produced his idea.

2. From the experiment and from the study of history of mankind throughout the ages, it is apparent that individual thinking has produced a large number of ideas. Historical data, too, tend to indicate that people, as individuals, produce more unique ideas, ideas that are different.

These, then, tend to summarize the advantages found in both approaches to thinking and problem solution. While the evidence to date

Brainstorming advantages--

It identifies rapidly the most productive thinkers in a given group—It may produce ideas from individuals who would ordinarily not present them—It gives a sense of enthusiasm and participation to the group—

is limited to only one experimental study, it seems that the individual approach still has good merit and does, in fact, show up better than the group method. This does not mean that the group approach to thinking and problem solution should be eliminated. It does mean, however, that organizations and groups which utilize this technique might reflect somewhat on also using the individual approach. It has been "around" for a long time.

In defense of the group method, it might be stated that the experimental study dealt with high-level intelligence, and it may be that for persons not so well-equipped mentally that the group approach is highly effective. As someone has said, if you have a group that thinks well, then the individual approach seems best; if you have a group that isn't noted for thinking, then the group approach may be best at that. There is, as yet, no experimental data to confirm or disprove this, however.

In any case, ideas are valuable things to have, and the individual approach to producing them should be utilized to the fullest. While it may be highly *stimulating* to work as a group to produce ideas, the experimental evidence to date indicates that it may be much more *rewarding* to work as individuals.

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What's more, she does it comfortably at her desk. And when she's finished, the lightweight and compact *Gatherette* is no trouble to put away.

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Some frauds in field

(*From page* 18)

Information about his educational background.

And, of course, the all-important data on his job record.

The "family information" is becoming just that—information rather than a detailed personal analysis of the man's wife. Few companies, according to a leading New York recruiter, still demand that the candidate's wife be seen, although a few years ago this type of investigation was fairly common. However, the wife's reaction to the proposed change is still important to the executive recruitment firm. Particularly if relocation is involved, somehow, somewhere, the interviewer will determine how the man's wife and family would react.

Association recently formed

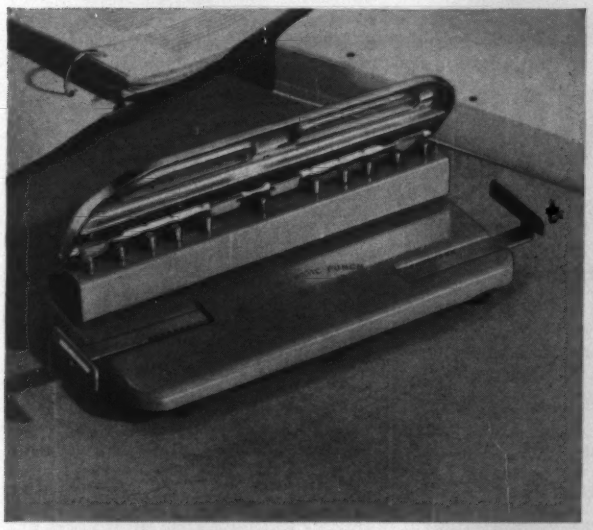
Although there is a solid core of reliable and ethical firms in the executive recruitment field, including many general management consultants who also offer executive recruitment as part of their services, there has been in recent years an influx of firms of extremely dubious standards. This recently led to the establishment of a professional organization of executive recruitment firms of high quality. The Association of Executive Recruiting Consultants, formed late last year, has evolved its own code of ethics, and its own criteria for the reliability of the consultant.

Common unethical practices cited by the association are these:

Use of heavy advertising schedules to attract candidates. Although the reputable concerns also use advertising, it is consistently the least reliable source of good men. The practice the good concerns criticize is the use of advertising, not primarily to attract possible candidates, but rather to persuade possible clients that the recruiting firm has a good deal of business.

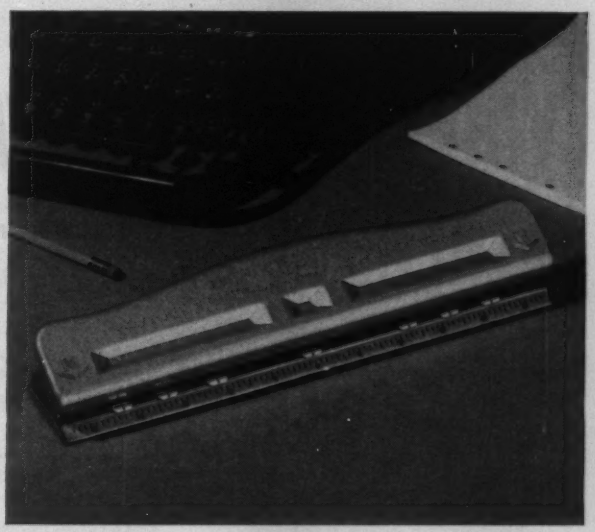
Recommendation by the recruiter of a number of men, many of whom he knows full well are not really qualified for the position, in order to convince the client that he is really doing an exhaustive recruitment job. The good recruiter may

How to punch HOLES in paper easier...faster!



Mutual Centamatic Desk Punch ↑ **Model 300**

There are 2-hole and multi-hole punches in the Mutual line, carefully engineered to save you time. They offer you higher capacity, too. There are three models which center your paper automatically (the patented Centamatic feature). Mutual punches are priced in line... and they last and last.



Mutual Adjustable Hand Punches ↑ **Model 27**

There are three hand punch models, which punch from two to seven ¼" holes. On two of these models, the heads click right into place (these are on the Spacematics!)... or can be "parked" in a jiffy. Mutual Hand Punches are lightweight. Their feathery balance in the hand makes them simple to use.

Mutual desk and hand punches are earning a top reputation today. They are stronger, easy to use, accurate, and long lasting. Everyone who punches holes can have their own punch for just a few cents a month! Make sure your next punch is a Mutual punch . . . with Centamatic paper centering on desk punches; and Spacematic heads on hand punches, which click into place. Sold by almost every reputable stationery store.

Mutual

PRODUCTS COMPANY, INC.

Manufacturers of a complete line of hand and desk punches

110 Barber Avenue, Worcester, Mass.

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"WHAT? OUT OF CATALOGS ALREADY? (. . . we just can't afford those printing bills")

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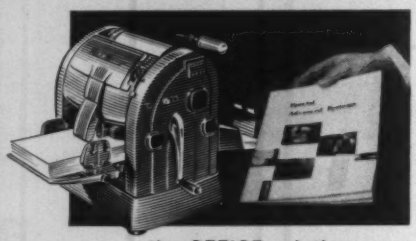

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Resume runaround

talk or write to a host of applicants, but the ones who pass his screening and are referred on to the client concern should be only those whom he honestly thinks can do the required job, and do it very well. The sign of the good recruitment firm, in other words, is not a large number of candidates, but a small group of candidates each of whom is outstanding. At least one concern in the field takes this obligation so seriously that it will guarantee any candidate whom it refers on to the client for a period of two years; if he leaves or must be fired before that time is up, the recruitment firm will guarantee a new search for the client without charge.

Particularly scorned by the legitimate firms are companies which engage in a search for a candidate on a contingent fee basis, in which the company pays the executive recruiter provided — and only provided — he comes up with a candidate whom the company accepts. The reverse and even more thoroughly disapproved firm is the one which accepts a candidate on a fee basis, offering him a referral in return for payment.

Closely allied to this last practice is the practice of some borderline "executive recruitment firms" which tell a candidate that he is good material but that his resumé has been poorly prepared, and that the firm will help him do a better job for a slight service charge. The service charge can often run into hundreds of dollars before the hapless prospect realizes that the firm is really in the business of selling its services in preparing resumés, rather than its service to the client in locating executives.

Advice of the qualified executive recruiting firms is that there are some good firms which are honestly and frankly in the business of preparing well-written and effective resumés, but that this is the only service they purport to offer, and that their fees will generally never exceed a maximum of thirty-five to forty dollars.

Does an executive prejudice his case by approaching a recruiter if he is interested in a job change,

rather than waiting for the recruiter to approach him?

According to Edmond F. Wright, principal in Wright-Porter, a leading New York City recruitment firm, an executive does himself no harm by approaching the firm rather than waiting to be "tapped." These "walk-ins," as recruitment jargon terms them, are generally not as good as the individuals the firm searches out, simply because many firms have specific—and often highly peculiar requirements—and the laws of coincidence suggest that the job will be more easily filled by searching out the few men who meet its specifications, rather than adapting the job requirements to the man who has registered with the firm. But good candidates — those who seem likely prospects for a possible future client—are never ignored; their resumés, if they seem of the right calibre, go into the recruitment firm's files, and are checked against job requirements in the candidate's field as they are received.

However, the real heart of the executive recruitment firm is still its file of sources rather than candidates. The file is built on exhaustive reference libraries of industrial directories, scientific bulletins, educational journals, *Who's Who,* and other standard reference works from practically every industrial and commercial field. Armed with these, the recruitment firm's research section swings into action whenever a new position opening is listed by a client company. Each firm has its own individual sources as well, which it has used in the past and stored on record cards for further use. An exhaustive search is made of all possible places where the potential source might be found.

The idea is first to find the "universe" in which the job logically belongs, and then work on from there. This may be a fairly exotic universe. One firm recently had the assignment of finding a lawyer with experience also as an oil wildcatter. Another assignment was finding an Englishman with top corporate experience in the textile business in this country, who was now anxious to return to work in England.

College teachers are a prime source of leads, as are officers of scientific societies, and editors of trade or business magazines. But generally, no matter how strange the specifications, the research departments will figure out some effective angle of approach to the search problem.

How effective are these management services? One firm willing to be quoted cites a record of 85 per cent success in filling the job positions listed with it. Charges are high to the corporate client, which is one reason most reputable firms will discourage listing of jobs under $15,000 a year—the feeling is that the company is spending more money than it should to fill the position.

The ethical question

What about the ethics of the entire procedure? Many companies—at least until they need the services of a management recruiter themselves — bitterly resent the whole practice, characterizing it as simply a polite form of corporate raiding in which the actual raider simply employs a middleman to do the dirty work. Those who defend the new and widespread practice point out that men who are happy in their present positions don't usually leave them for greener fields unless the fields are so much greener than home base that the man has every right, and perhaps even personal obligation, to move. And in the words of Edmond Wright, of Wright-Porter, in effect, the whole process really amounts to "better utilization of the executive talent of the nation." If a man is in what amounts to a dead-end job, in other words, and a made-to-order opportunity exists for him somewhere else, why shouldn't he be allowed a chance at it?

Whatever the opinions, pro and con, executive recruitment seems to be here to stay, as long as there is a perennial shortage of good executives and administrators. So watch for that letter marked "Confidential" in your morning mail—it may lead to an enormous step forward in your career.

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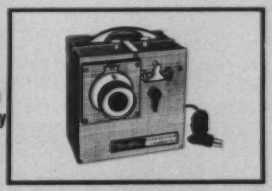

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TOOLS OF THE OFFICE

MICROFILM: THE EQUIPMENT, SUPPLIES, AND TECHNIQUES

By LYMAN CODDINGTON

LIKE SO MANY other innovations, microfilming, which had its advent in the early 19th Century, immediately brought forth ideas for its use as a novelty. Early advocates claimed that, if necessary, the entire archives of a nation could be made to fit into a snuff box, although there seemed to be no need for doing so at the time.

Microphotographs found considerable popularity among the fair sex as decorations on articles of jewelry — rings, brooches, pins, etc. And in 1864, a photographic periodical was deploring the use of microphotographs for the portrayal of undesirable pictures.

Few early microfilm users realized that one day, this medium would be the vehicle for widespread records manipulation in government, industry, and science. Novel uses, and limited utilitarian uses as in espionage activity, have long ago been over-shadowed by common, everyday employment of microfilm. The "state of the art" has reached the point where microfilming is now a multi-million dollar industry with its own equipment, supplies and techniques.

Paper copies can be made from microfilm images in less than ten seconds with the "Filmac" reader-printer produced by Minnesota Mining and Mfg. Co.

Microfilm is applicable

Several reasons for using microfilm are obvious to those who have employed it in the past, and should be readily apparent to those who have never used it, simply through common sense. These are:

1. To reduce storage space needed for records. The reduction in size of documents offered through microfilming not only saves filing space, but lowers the cost of records retention as a result of space saving.

2. For insurance against possible litigation. Microfilmed documents, if kept in correct order as required by law, can be entered as primary or secondary evidence in legal cases should the original documents be lost or destroyed.

3. To make valuable records available for posterity. Microfilm allows the precise recording of rare manuscripts and other unique materials whose contents might otherwise be lost through destruction or constant usage of the original document.

4. For security and protection. The organization having microfilmed copies of its records dispersed in safe storage in different geographical locations can avoid the otherwise serious effects of fire, thievery, war destruction, and other unforeseen disasters.

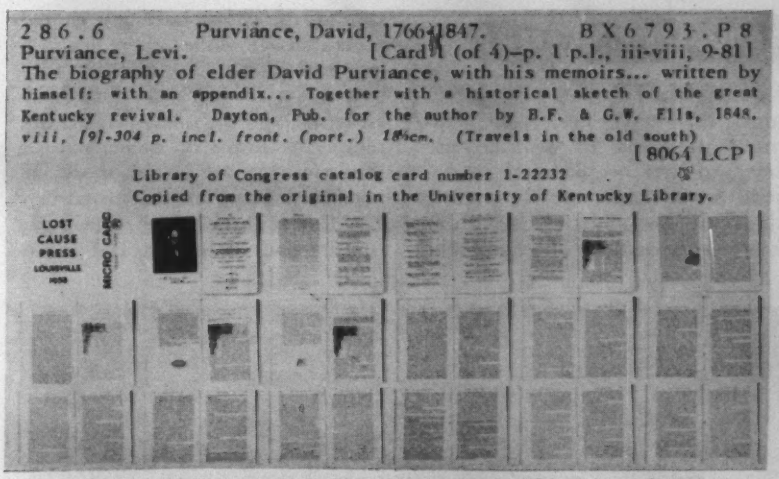
5. Easy duplication of records. Reproducing microfilmed copies of

documents in multiple form is low in cost, and makes records accessible to all who need them.

6. Lowers insurance costs. The fact that records are microfilmed reduces the amount of insurance coverage, lowers insurance rates, or both, resulting in a lowered over-all cost of insurance per document stored.

These examples are reason enough for having a microfilming program. However, many persons fail to realize that microfilming lends itself to even better applications—applications which, if used to full advantage, could make a microfilming system an active tool for records management, rather than a passive one for the reasons described above. And even better, a company does not have to give up one application to have the other. If microfilm is used as an active tool, all the advantages of its passive phase are present automatically. How is this done?

The first step in using microrecording as an active part of records manipulation is to get everything down on microfilm. Simply by doing this, it is easy to see that we can have all of the "passive" advantages offered by microfilming as a by-product. We have reduced our needs for storage space, insured ourselves against possible litigation, made records for posterity, for security and protection, for easy duplication, and we have lowered insurance costs. Now we can go on to use microfilm as an active tool—for billing, invoicing, purchasing orders, auditing, and many other day-to-day office needs. Here is where the great advances in microfilming systems are being made today.


286.6 Purviance, David, 1766-1847. BX6793.P8
Purviance, Levi. [Card 1 (of 4)—p. 1 p.l., iii-viii, 9-81]
The biography of elder David Purviance, with his memoirs... written by himself: with an appendix... Together with a historical sketch of the great Kentucky revival. Dayton, Pub. for the author by B.F. & G.W. Ells, 1848.
viii, [9]-304 p. incl. front. (port.) 18½cm. (Travels in the old south)
[8064 LCP]
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MICRO CARD

Microcards, an example of which is shown above, are used for storage of micro-images in opaque form. They are widely used in business and in libraries.

Recordak's Reliant 500 is a rotary camera which can expose up to 500 checks or 185 letters in one minute, and has a removable and interchangeable film unit.

New systems will tie in

True, many of the systems utilizing microfilming as an active part of data handling are still in the experimental stage. But those responsible for office procedures will find many new and practical techniques introduced to the market before long. One of the pioneers in developing techniques to reduce paperwork through microfilming systems, the National Records Management Council, has stated that most of the new systems under consideration are being planned to tie in with existing paperwork operations and available equipment. The organization urges, therefore, that offices build their present microfilming operations with a view to the future, and thus keep abreast of current innovations.

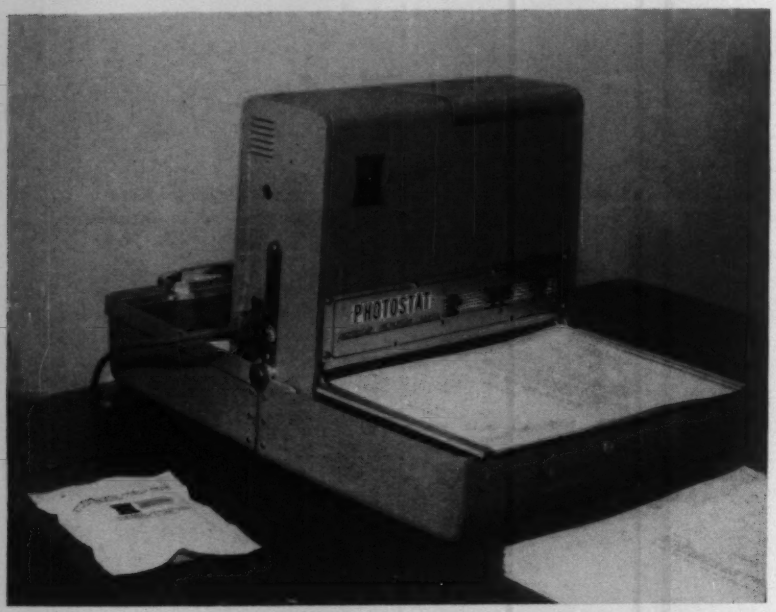
Before tracing the latest developments, it is necessary to define the terms used to describe them, and to give a review of what equipment and techniques exist in the field of microfilming at the present time.

A prime source of discouragement for anyone who is considering the use of microfilm in records retention for the first time is the confusing system of nomenclature that is utilized to describe the equipment and techniques. It is unfortunate that this field, rapidly growing in size and importance, must be hampered by conflicts in terminology. A veritable host of terms is presently employed in referring to the microrecording media. To the newcomer who doesn't know his "film chips" from his "microstrips," or who can't distinguish between "micromation" and "miniaturization," the whole situation would seem somewhat chaotic.

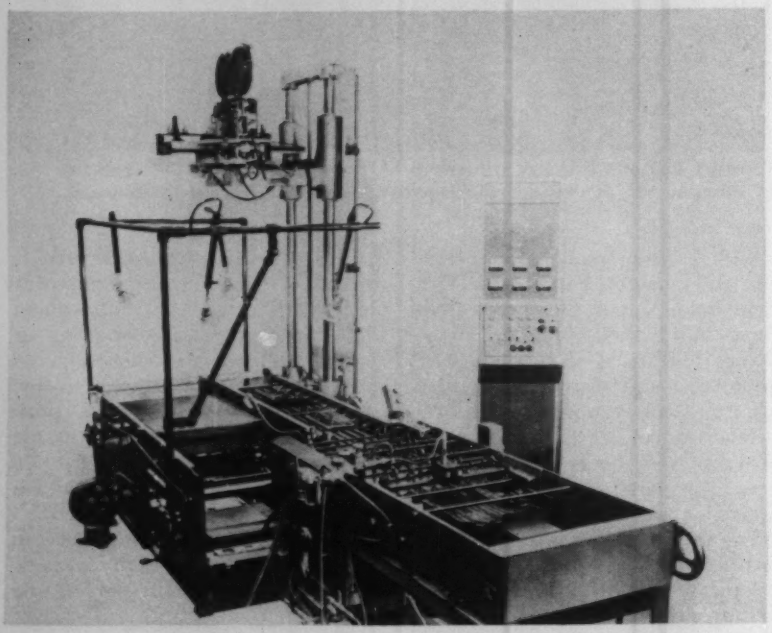
The problem in terminology stems directly from the great variety

of trade names, jargon, and generic names that have been independently introduced to describe the same processes or pieces of equipment. Some names are copyrights; others are not. Further complications are added by the fact that some of the names have just gained general usage while others are falling into disuse. To simplify matters, let's start by defining the broadest terms, and then narrowing down to specific forms of nomenclature, thus covering all of the more important descriptions in existence.

"Miniaturization" will mean the simultaneous reduction and reproduction of any document or drawing into a small graphic image, no matter what the form. Miniaturization is accomplished by the process of microcopying, microrecording, or microreproducing, all of which are essentially identical in meaning.



Portable, flow-type camera manufactured by Photostat Corp. utilizes an interchangeable film magazine, and exposes documents at 83 feet per minute.



Contrary to most planetary cameras, the above unit, produced by the de Florez Co., has a system which provides for automatic feed of drawings to be filmed.

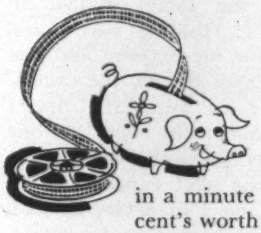
If the miniaturized graphic image is transparent and done by photographic methods, it can be described as a microtransparency; an opaque in miniaturized form done by photographic methods or offset printing is a micro-opaque. Examples of the former are 16mm by 35mm film chips, also known by the brand name Minicards; microfilm in 16mm, 35mm, 70mm, and 105mm sizes; and sheet film in larger sizes. The latter are known principally by their brand names. Included in this category are Readex Microprint, Microcards, Microlex, Microstrip, Microtape, Microtak, and Microbond.

Uses have increased

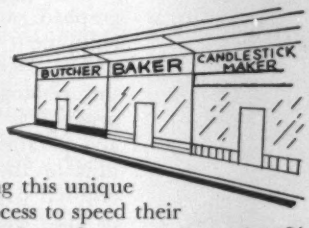
Thus it can be seen that microfilming itself is only one tool in the broader picture of handling, storing, and reproducing data through the process of miniaturization. Nonetheless, its importance in the over-all picture of data handling systems cannot be denied. From a relatively dead status as a mere storage medium, microfilm has metamorphosed to the point where it is a lively communications tool. New uses in government, science, and industry are being found for microfilming systems with each passing day. We are presently on the brink of having documents in miniature form encoded so that they may be retrieved almost instantly by means of high-speed data processing machines. Call it photographic data processing, micromation, high-speed information retrieval, photomemory scanning, or what have you, the prospect of obtaining random access to millions of miniaturized graphic images in seconds promises to be the major breakthrough in automation and systems during the next few years.

The initial step in microfilming is to photograph, by means of a special camera, the document, letter, check, drawing, or other piece of information which is best presented and assimilated in graphic form.

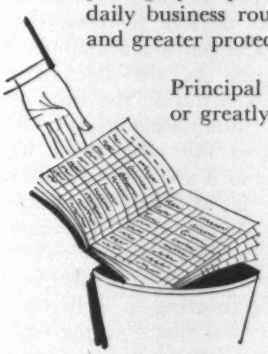
What everyone in business should know about RECORDAK microfilming!



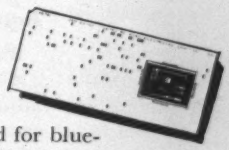
It's a surprisingly fast and low-cost way to copy records of any type or size. Up to 500 items can be photographed in a minute . . . up to 60 pictures on one cent's worth of film.



Thousands of concerns (in more than 100 different types of business) are using this unique photographic process to speed their daily business routines. Space savings of 99% and greater protection are extra dividends!



Principal use in business is to eliminate, or greatly reduce, hand copying on all record-keeping jobs. Retail stores, for example, use Recordak microfilming to cut down on posting operations and get bills out four times faster! *Another use* ends the need for a tedious description of all checks received.



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Developing the film produces a greatly reduced copy in the form of a negative image of the original. This is the miniature, or the microcopy, which is too small to be read with the naked eye. However, when it is projected in a reader, or with a projector on a screen or other white surface, the miniature becomes a legible reproduction of the original. So-called "hard copies" of the miniature can also be produced by enlarging and processing the negative on photographic paper, showing the text or drawing in black on a white background (positive form).

Planetary camera is basic

Two kinds of cameras exist for the process of microfilming original records. Because it is less specialized, the planetary camera is generally known as the "work horse" of microrecording. Although more hand movements are necessary for its operation, it can film anything which the automatic camera, referred to as the rotary, or flow-type, is unable to handle. Most planetary cameras hold 35mm film, although there are those which can accommodate 16mm, 70mm, and 105mm sizes.

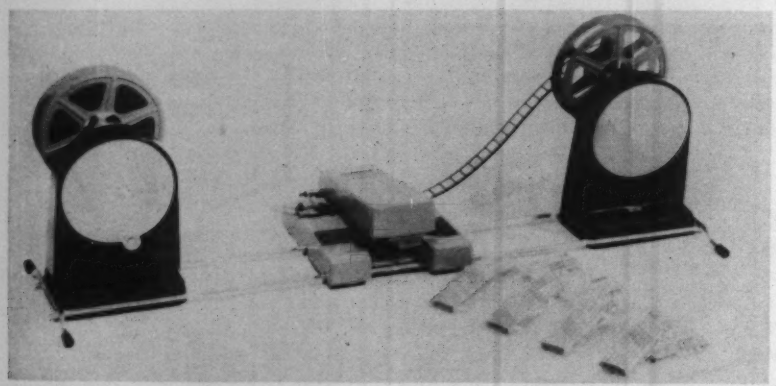
All planetary cameras are designed on the same principle. The apparatus generally consists of a flat surface or table fitted with a vertical column. The camera itself can be moved up and down the column, permitting both photographs of different-sized originals, and photographs of the same original in several sizes. Holding two magazines, one for the exposed and one for the unexposed film, the camera usually has an automatic device which advances the film by one frame, thus keeping the camera ready for the next exposure.

When using a planetary camera, each original record to be photographed must, for the majority of equipment on the market, be placed and removed by hand in the photographic procedure. The original to be copied must lie flat and parallel with the plane of the film in the camera. If the paper original curls at the edges, a sheet of glass should be used to hold it flat. Special devices to keep the pages of books flat are available.

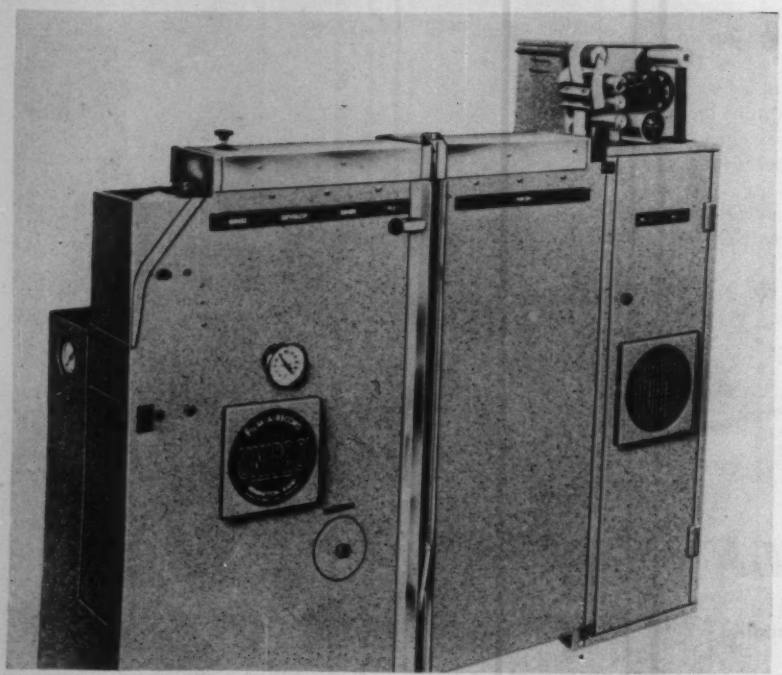
Illumination of the document should be even during the time of exposure. Illuminating lights on either side of the table must be arranged in such a way as to ensure that light is of even intensity, strikes the document at an angle of 45 degrees, and does not reflect from either the original or the glass that may be covering it. Reflection will have serious effects on the legibility of the microcopy.

Adjustment is necessary

Focusing for microcopying with a planetary camera has two facets: adjustment of the distance between camera and subject, and adjustment of the distance between lens and film in the camera itself. The greater the distance of the subject from the camera, the smaller the distance from lens to film within the camera, and the smaller also becomes the miniature. If there is a need to photograph three-dimensional subjects, the lens must be focused on a point about two-thirds down the entire distance between



The Recordak Presstape splicer is designed for non-perforated 16mm microfilm.



Made to handle intermixed 16mm, 35mm, and 70mm film in one operation, the F202 Unipro processor, available from Remington Rand, can function in daylight.

top and bottom of the subject. A very small aperture setting must be used in these cases, thus necessitating a longer exposure time.

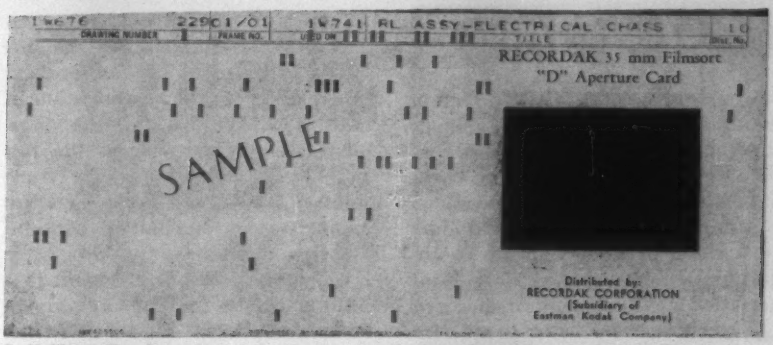
For correct exposure of the document, the following factors come into play: intensity of illumination, the aperture setting on the camera, the shutter speed, the film speed, the color and brightness of the document, and the color and density of any color filter that may be used in special cases. On a correctly exposed film, the document image will show black lines of the original as transparent white lines, while the white parts of the original are reproduced in intense and nearly opaque black.

Automatic camera is fast

To use a planetary camera therefore, one must have some familiarity with the problems of lighting, focus, depth of field, and composition. But no photographic knowledge is needed to operate the flow-type, automatic microfilming cameras. Manual operation is limited to putting in a fresh roll of film when necessary, and to inserting documents into the machine. The disadvantage would be that these cameras, because of a set throat size, can only photograph documents of a limited width. Nor can they be used to miniaturize bound material such as books. They are essentially high-speed reproducers of single sheet material. Such cameras operate at peak efficiency when used to film uniform records such as bank checks. With records of one type, automatic feeding can be employed, along with the automatic exposure. The effectiveness of the rotary camera decreases in direct proportion to the complexity of material fed into it.

In flow-type cameras, the original documents are continually in motion, even during the actual exposure. The machine has no shutter and does not provide a fixed image format. Documents are fed into the machine by a feed roll whose speed is identical to the speed of the microfilm moving on the other side of the lens. As the document passes over a narrow slit, the lens is allowed to "see," and expose to the microfilm each part of the original as it goes by the opening. Flow-type cameras can also copy both front and back of a document simultaneously. Apparatus of the rotary type is utilized by large organizations, such as banks, where thousands of checks and other records must be microfilmed every day.

Reducing the size of the original document is the primary purpose of any microfilming camera. The reduction ratio of such instruments refers to the number of times the lens will reduce the original graphic image in the microfilm exposure. This ratio is important since it determines to a large degree the legibility of the image and the number of images which can be obtained on a given amount of film. Too often, legibility is sacrificed through large reduction ratios in order to squeeze as many images on one film as possible. The reduction ratio chosen should conform to an acceptable standard of legibility after



Individual film images, mounted onto punched cards as shown above, allows for handling of microfilmed documents and drawings at mechanical speeds.

Microfilm is mounted onto punched cards with special units made expressly for that purpose. This hand mounter operates at 600 film frames per hour.

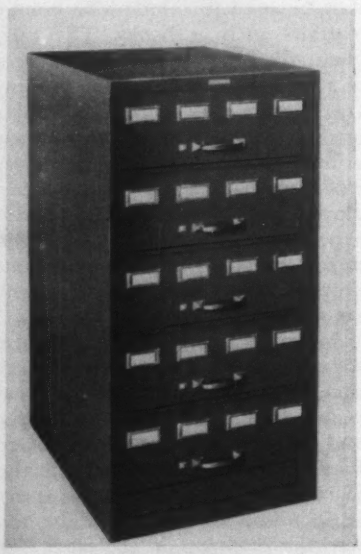
taking into account all the factors which are brought to bear, including the size of the original, size of the film, and the quality of both. Ideally, when the original document is compared against the reproduction, either in a viewer or on photographic paper, there should be no variation in the quality of the text.

Reduction ratio has a great deal to do with the way the image is arranged when exposed to the film. An image of one side of the original document produced across the full film width is described as simplex. Duplex denotes the reproduction of both front and back of the document—side by side—across the full film width. When only the front sides of a series of documents are exposed down one-half of the film and up the other, the process is referred to as duo. It is evident that filming under the duo or duplex systems requires a higher reduction ratio than filming under the simplex method, assuming the film size is the same in all cases. Two document-sides in one film frame must necessarily be smaller than one document-side in the same area.

Wide choice exists

Pricing one camera against another is very misleading because of specification differences and the importance of finding the one which will best suit your company's need. Although the cost of rotary cameras varies between $13,000 and $800, and the planetary cameras, between $9,000 and $700, the wide range in price should not bear upon your choice of camera. Unless extremely large and detailed engineering drawings or maps are to be recorded, the flow-type, or rotary camera, is probably best. If both sides of the document are to be filmed, you will need a duplex model. Perhaps you may need a camera that combines the three methods of recording—simplex, duplex and duo—if your requirements are that varied. So many variable factors come into play in the selection of a camera and the film that it can accommodate that it is impossible to prescribe a "correct" choice for any sizeable category of microfilming activity. It all depends upon your particular company's need.

As for the microfilm itself, the safest procedure is probably to purchase the film recommended by the



Atlantic Microfilm Corp. offers the cabinet shown above which holds 100 rolls of 16mm film, or 68 rolls of 35mm film.

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manufacturing company for its particular camera. Every camera is designed to be used with a certain type of film—a film which will yield the best performance characteristics when the camera is used correctly. Just for information, however, microfilm is composed of two basic parts—a mechanical support called the base, and a photosensitive, fine-grain material called the emulsion. It is the emulsion which determines the film's resolving power or measure of ability to record fine detail in a legible manner. And the cement which is used to bond the emulsion to the base will contain cellulose acetates in high quality film. If the cement contains cellulose nitrates as an adhesive, the film is liable to be highly combustible and may disintegrate after many years of storage.

In contrast to the variety of other equipment available for microfilming systems, film processing units are of a fairly common type, involving the transportation of film through several chemical and physical operations to produce a visible image from the latent image exposed to the film by the camera. Much of the processing equipment is a direct offshoot of that used to develop still or motion pictures. The process, most simply described, involves developing, washing, fixing and drying. Several of the machine processors are highly automatic, manufactured so that they may be easily run by an unskilled operator.

Processors are optional

Initial users of microfilming systems generally rely upon outside firms to develop any exposures they may have. The company just starting its microfilming program usually finds that the amount of microrecording it does at first does not warrant the expense of an "in shop" processing unit. If operations expand to the point where the company needs its own processor, it can always purchase one later on. This situation is comparable to the occasional snapshot photographer who sends his film to the drug store to be developed, not wishing to be bothered with the details of processing. If the photographer "goes

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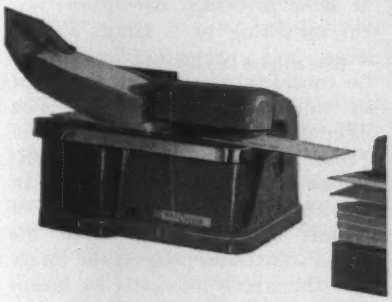

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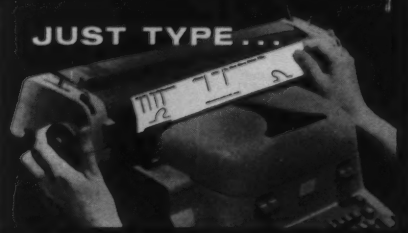
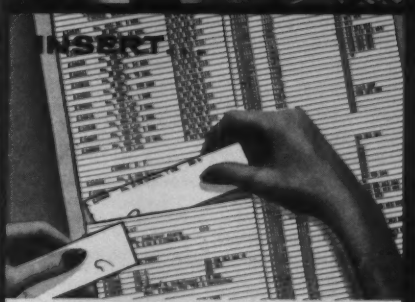
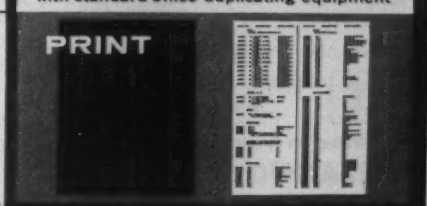




Photograph or photostat panel . . . print with standard office duplicating equipment



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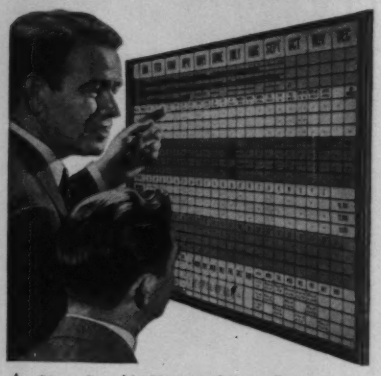

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professional," chances are that he will obtain his own developing equipment.

Microcopies cannot be read with the naked eye since the image is too small. They must be enlarged for reading, either on microfilm readers or projectors. Both the projector and the reader operate on the same principle. An optical system consisting of a lamp, a condenser, and a projection lens throws the considerably enlarged image of the miniature on a screen. The difference between projector and reader is that the screen reproduction of the former is larger and can be viewed by a greater number of persons at one time, while the reader sometimes projects the image onto the screen indirectly by means of a mirror.

A great variation exists in the size, capabilities, and prices of equipment manufactured for the purpose of reading microrecorded images. Some of the readers are especially designed for viewing separate, or unitized, film images; others can project only rolled film for reading. In the latter group most of the machines will advance the film only by hand, although some accomplish this electrically at the push of a button.

Reader-printers are offered

Readers are available which can make paper enlargements of the microfilm image. The observer, after seeing the projected image of the document or drawing on the screen and deciding that he needs a hard copy, merely inserts a sheet of photographic paper, or with some advanced models, pushes a button. The image is then projected onto the paper for a short time. After development, a directly readable photocopy is obtained.

All of the readers vary as to screen size, width of the film they can handle, how many times they will magnify the image, and whether or not they have translucent or opaque screens.

Opaque screened readers are so designated because they utilize an opaque surface—similar to a movie screen—to reflect the image. Translucent types, on the other hand, project the microrecorded image through a translucent screen by means of angled mirrors. The difference is more easily visualized when one thinks of his line of vision and the projecting lens as being on the same side of the screen in opaque-type readers, while in the translucent type, the projection apparatus might be said to be on one side of the screen and the eye on the other.

One can see that images can be easily traced onto paper with a translucent-type reader, and for this reason alone perhaps, it has established itself as the most popular type of reader among those who do not wish to pay the price for one with a photoprinter attached. However, these viewers have mirrors which may break and which have to be cleaned. Further refinements, although many have been made in recent years, will have to be effected before the translucent-screened reader produces as sharp an image as the opaque type. In any case, the reader should magnify the image to an equal or greater degree than the extent to which the original was reduced in filming.

Using microfilm for records retention of contracts, correspondence, mortgages, engineering drawings, etc., has yet to be surpassed for convenience, economy, ease of handling, and space reduction. But those who believe that this medium is good only for storage of old

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records in a safe place for security against fires, nuclear destruction, and other disasters have not realized the true value of microfilm. Although microfilm is ideally designed to protect and preserve old records, it is used to much better advantage as a medium for the recording of active records which must be referred to one or more times daily. From the original negative or master copy, a positive or administrative copy can be made time and again for use by management as an everyday working tool. In several companies, this system has replaced paper records entirely.

In looking at the methods for obtaining administrative copies for everyday office use, it must be remembered that the production and use of such copies should satisfy certain minimum requirements needed for good records handling. Such requirements, as listed by the National Records Management Council, are:

1. Easy reference or information retrieval through an indexing system which is as uncomplicated as possible.

2. Features that will allow for "add-on" of any information relating to a previous business transaction.

3. Easy deletion of obsolete information.

4. Ability to sort out all information which is common or related to a single area or business transaction.

5. Ability to sort out a single bit of information which is entirely unrelated to anything else.

6. Capacity of reproducing duplicate copies without loss of detail.

Retrieval methods improved

If active records handling through microfilming systems cannot satisfy these requirements, then it would be better to avoid microfilming as an active tool. The point is, however, that techniques *have* been developed to accomplish these aims, while still retaining microfilm as the passive tool described earlier. Indeed, the experts say that before long, a person who wishes to find one or more miniaturized documents in a file of millions, even though he knows only one or two facts about its contents, will be able to obtain the miniature (s) in seconds, simply by giving a verbal inquiry. This retrieval includes the delivery of hard paper copy of same, if desired.

Traditionally, the solution for information retrieval of miniaturized images has meant that a pair of human eyes had to search a classification index, finding the category in which the microrecord was likely to be held. The eye then searched through every microrecording in the category itself, rejecting item after item until the desired image was found. This involved going through rolls of microfilm, conventional indexes, or both.

Manual retrieval improved somewhat when viewers to read the film were motorized, and indexing systems were devised to facilitate the location of an image within the roll of film itself. Further improvements came about as a result of cutting the film into short strips of related micro-images, each containing perhaps ten microcopies, the first of

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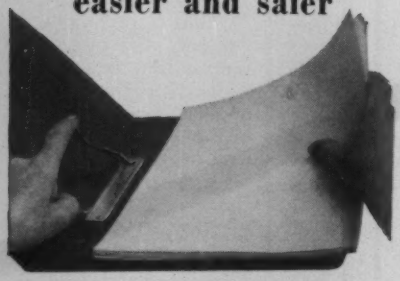

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which could serve as a summarizing reference to the whole strip.

Existing also, are micro-opaques, that is, micro-images on paper rather than transparent materials, produced photographically or by offset printing. Sometimes, images can be put on both sides of the card or paper; sometimes the other side is reserved for indexing information or for adhesive material to permit attachment of the micro-image to a selected surface, usually a file card.

Elements of mechanization entered the picture with the advent of unitization, or the cutting of film into individual frames containing single graphic images. These single images, when mounted on punched cards coded with appropriate indexing data (aperture cards), enable microfilm users to take advantage of the sophisticated sorting and withdrawal techniques offered by punched card equipment. The desired punched card with image attached can be extracted from the file readily, inserted into a viewer for reading, and hard copies made from it if necessary.

"Add-on" system is provided

Not so well-known is the Kalvar system of adding microfilmed documents containing related information to aperture cards. Kalfax film has a mylar base coated with a sensitized surface. A piece of this can be mounted in an aperture card, and images can be mounted from time to time using ordinary microfilm as an intermediary. After several documents have been exposed to conventional microfilm, aperture cards containing some images and some blank spaces are organized into the same sequence for direct transfer of the exposures from the ordinary microfilm to the aperture card. Each image is exposed to ultraviolet light for a contact copy onto the Kalfax film in the aperture card. Development and fixation of the image is by short exposure to heat. The process provides for easy additions to the microfilm system without increasing the number of aperture cards.

Now, manufacturers have progressed to film chips, which, being 16x 32mm in size, are smaller than aperture cards but can contain a much greater amount of graphic information. Actually such chips contain a matrix of miniature photographic images along with identifying coded information in the form of binary codes. Film chips are stored on a long stick or rod, and can be filed and searched electronically. Thus, electronic selection has been combined with miniaturized graphic images in one system which is called a photomemory system. Such a unit, it is expected, will soon be able to answer a request

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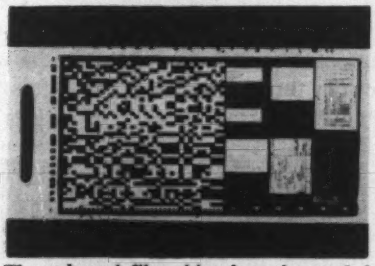
for data by turning up all of the graphic images bearing upon the question, in a matter of seconds. This is done by searching of the film chip file, involving the electronic scanning of the digital information on each chip, and comparing it with the request for data. This, then, is information retrieval by association of facts rather than search of indexes, and represents the latest project being worked on by companies today.



The enlarged film chip above has coded information on the left for the documents recorded on the right.

When photomemory systems are fully developed and perfected, the microrecording of graphic images can be utilized to its fullest extent as an active tool for the reduction, retrieval, and reproduction of documents and other records. Some of the possibilities of using photomemory units in tandem with computers to search for the most likely match to a request for data approach fantastic proportions.

Naturally, progress in technology causes some obsolescence, but it seems reasonable to assume that the systems devised will tie in with existing equipment without rendering too much of it obsolete. Machines for reduction of records and equipment for reproduction of same will probably not be affected by the proposed new systems. It is in the area of information retrieval and manipulation of records where we can expect the greatest changes to occur.

The manufacturers

Following is a list of the principal manufacturers of microfilming equipment and suppliers of microfilming services:

American Optical Co., Instrument Div., Buffalo 15, N. Y.
Ana-Tec, Inc., 2054 Granville Ave., Los Angeles 25.
Anken Chemical and Film Corp., Newton, N. J.
Atlantic Microfilm Corp., 50 S. Pearl St., Pearl River, N. Y.
Charles Bruning Co., Inc., 1800 W. Central Rd., Mount Prospect, Ill.
Burroughs Corp., 6071 Second Ave., Detroit 32.
The deFlorez Co., Inc., Englewood Cliffs, N. J.
Documat, Inc., 385 Concord Ave., Belmont 78, Mass.
Eastman Kodak Co., 343 State St., Rochester 4, N. Y.
The Filmsort Co., Div. of Minnesota Mining and Mfg. Co., Inc., Pearl River, N. Y.
Graphic Microfilm Corp., 115 Liberty St., New York 16.
Haloid Xerox, Inc., P. O. Box 1540, Rochester 3, N. Y.
Houston Fearless Corp., 11801 W. Olympic Blvd., Los Angeles 64.
Kalvar Corp., 909 S. Broad St., New Orleans 25.
Microcard Corp., 365 S. Oak St., West Salem, Wis.
Minnesota Mining & Mfg. Co., 900 Bush Ave., St. Paul 6, Minn.
Ozalid, Div. of General Analine & Film Corp., 13 Ansco Rd., Johnson City, N. Y.
Peerless Photo Products, Inc., Shoreham, L. I., N. Y.
Photostat Corp., 1001 Jefferson Rd., Rochester 3, N. Y.
Prestoseal Mfg. Corp., 37-27 33rd St., Long Island City, N. Y.
Recordak Corp., 415 Madison Ave., New York 17.
Remington Rand, Div. of Sperry Rand Corp., 315 Park Ave. South, New York 10.
Visirecord, Inc., 54 Railroad Ave., Copiague, L. I., N. Y.

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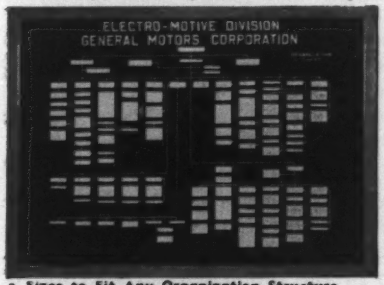

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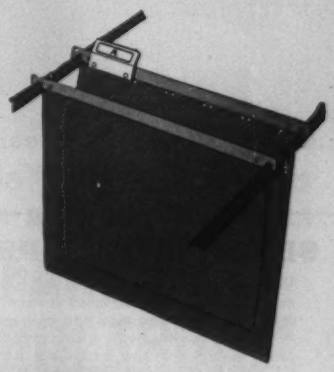

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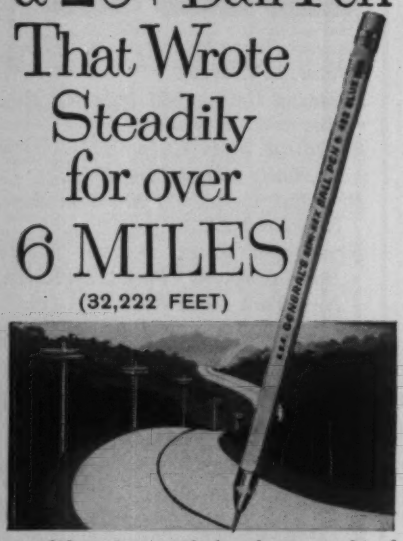

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CATALOGS

Microfilm Handbook C1

Gevaert Company of America, Inc., 321 W. 54th St., New York 19. Twenty-eight-page booklet entitled "Microcopies" is a condensed handbook for those who use microfilms. Illumination, exposure, filter techniques, and equipment are covered.

Free-Standing Partitions C2

Royal Metal Manufacturing Co., One Park Ave., New York 16. "The Right Way to Office Planning," a four-color brochure, explains methods for achieving increased work flow efficiency through use of modular office furniture components and free-standing partitions.

EDP Auxiliary Equipment C3

Monarch Metal Products, Inc., New Windsor, N. Y. A 32-page illustrated supplement is available for the catalog of this manufacturer of data processing auxiliary equipment. Newly introduced suspension files and redesigned tub files are included.

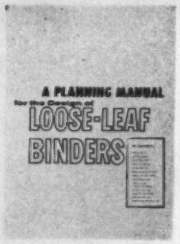
Liquid Plastic C4

American Glass Tinting Corp., P. O. Box 6565, Houston, Tex. Literature describes Sun-X, a liquid plastic that is flowed onto existing windows to reduce fade, heat, and glare, and to reduce air conditioning costs. Folder is entitled "Solve Sun Problems with Sun-X."

Lettering Templets C5

Varigraph Co., Madison 1, Wis. Forty-page catalog displays over 70 faces of Varigraph Templets to be used with the Varigraph Lettering Instrument. Six new lettering styles are included as well as a selection of Varigraph accessories.

Loose-Leaf System C6



National Blank Book Co., Holyoke, Mass. A planning manual is available to aid the design of a loose-leaf binder system. A handy check list helps determine the specific features needed in a loose-leaf binder (efficiency, quality, appearance), and how the company's product can fulfill these needs. Also available is a full-color brochure, No. 313, depicting a variety of plastic loose-leaf binders with applique lettering and design.

Computer C7

Bendix Computer Division, 5630 Arbor Vitae St., Los Angeles 45. Report No. 10 is a comprehensive case history of how the company's G-15 computer was applied to a complex marketing-inventory problem. The report is a step-by-step presentation of the problem from selection of equipment to the actual programming.

Open Shelf Filing C8

C. L. Barkley & Co., 1220 W. Van Buren St., Chicago 7. A non-technical folder on the relative advantages of open shelf filing is offered. Various supplies used in open shelf filing systems are also displayed.

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BOOKLETS

Microfilm Techniques C9

A short pamphlet (eight pages) with a long title (How the U. S. Army Signal Equipment Support Agency Makes World-Wide Distribution of Micro-Reproduced Engineering Data for the U. S. Army Signal Corps.) will be useful to systems supervisors responsible for speedy filing and recall of data. Free copies are available from The Filmsort Company, a division of Minnesota Mining and Manufacturing Company, 900 Bush Ave., Dept. FS-2, St. Paul 6, Minn.

Guide To Computers C10

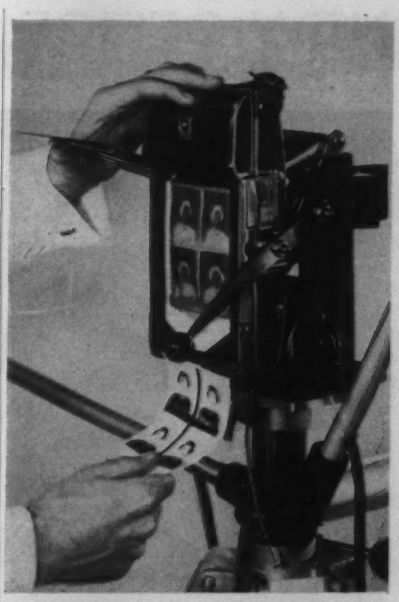
Remington Rand Univac has reissued its humorous and informative pocket guide, "What Every Businessman Should Know About Electronic Brains." Since the booklet first appeared in 1956, it has provided many laymen with a basic idea as to what computers are all about. This new edition contains the latest information. Remington Rand Univac, 315 Park Ave. South, New York 10.

"How To" Of Leasing C11

"Which Road to Growth," a pamphlet issued by General Leasing Equipment Company, 5010 Liberty Ave., Pittsburgh 24, Pa., outlines the problem of financing capital equipment requirements. The publication makes a strong argument for leasing and contains a step-by-step leasing program.

Many Sides Of Depreciation C12

Prof. Leonard E. Morrissey examines the subject of depreciation—estimating the useful life of a piece of equipment and allocating costs over this expected life—in Bulletin No. 23 in the series from the Amos Tuck School of Business Administration, Dartmouth College, Hanover, N. H. Single copies are free.



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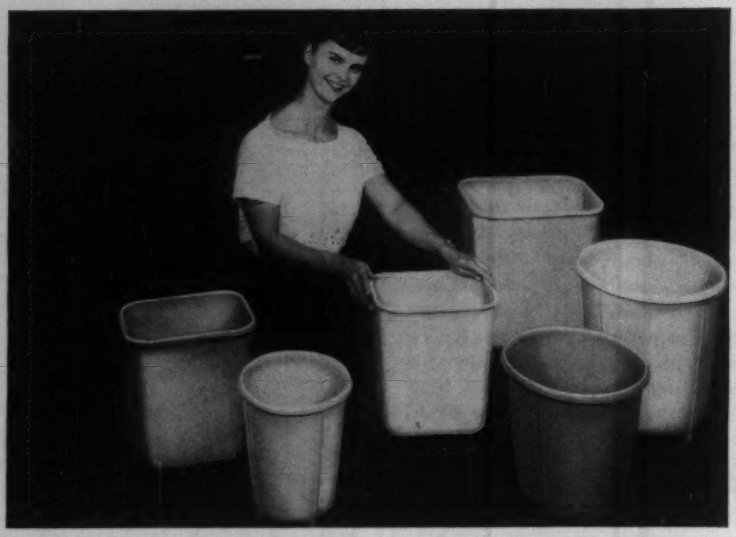

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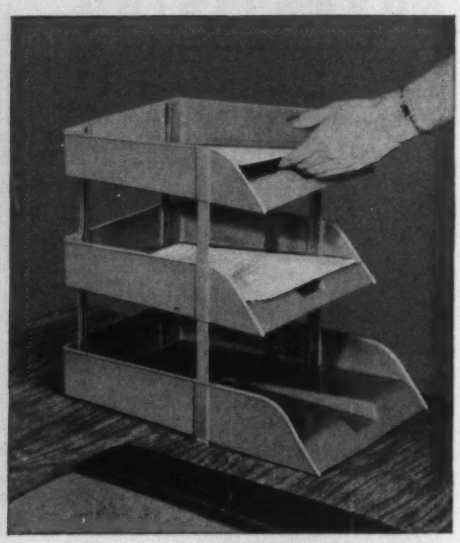

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Company .....

Address .....

City ..... Zone ..... State .....

Number of Office Employees (all departments) .....

OFFICE MANAGEMENT
and AMERICAN BUSINESS
212 Fifth Ave., N. Y. 10, N. Y.

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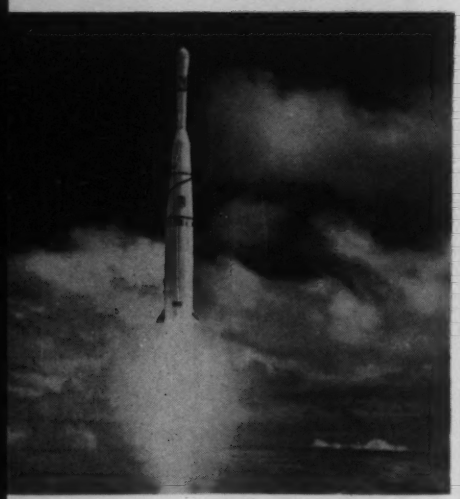
THE DAMAGED "IMAGE"



THE CORPORATE image is coming in for a great deal of attention these days as company after company engages skilled designers, researchers, advertising men to learn what brand name will most favorably affect the public which it seeks to win. Public relations, of course, has been with us for a long time, serving corporate America in its constant efforts to present the most flattering picture of itself to the public.

Yet the way all these efforts can be dispelled—almost lost—through the effects of bad judgment and panicky moves in a moment of crisis has never been more graphically illustrated than it was during the recent "spy plane" episode. The Soviets first reported that one of our planes had invaded their air space, waited for our denial that the plane had done so deliberately, and then exploded their bombshell: they had shot down the plane hundreds of miles inside their borders; they held the pilot; they apparently had his confession; they had overwhelming evidence that he had been on an espionage mission.

In effect, through a series of bad decisions made under pressure, we had given our archenemy a propaganda victory of immense proportions, and had made ourselves seem inept—and, worse, inept liars—in the eyes of the world.

It seems to us there is a lesson here for all in management. In the last analysis, when the chips are down, it is those who administer who must make the right decisions. If a company, an organization, or a nation is really to gain authority and respect, it must earn it through its own unending and unvarying competence.

It is not enough to employ competent professionals to present the best possible "image" of maturity, sureness, and efficiency; it is essential that the "image" always be backed by the reality as well.

If your firm is "average-size"...all you need to mechanize your accounting is one girl and the Royal McBee General Records Poster! The girl requires no special training...the Poster imposes no burdensome expense

Get the important benefits of machine bookkeeping at low cost! The Royal McBee General Records Poster handles your payroll, accounts payable, accounts receivable, general ledger, inventory—without the need for skilled operators. Anyone can use it! You post all associated records simultaneously with one entry. You get accurate register of all postings to all records; elimination of transcription errors; instant flexibility to changing office routines; complete adaptability to centralized or decentralized operations. And all at a remarkably modest investment. Your nearby Royal McBee Data Processing Representative will be happy to demonstrate. Call him, or write Royal McBee Corporation, Data Processing Division, Port Chester, New York for brochure S-533.

ROYAL McBEE · *data processing division*

NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

Use Readers' Inquiry Coupon on Page 98

Another example of Addressograph-Multigraph cost-cutting

Shown above in Whirlpool's St. Joseph automatic washer plant are (right) H. J. Coon, Mgr., Systems and Procedures, and (left) J. L. Schoonover, Procedures Analyst

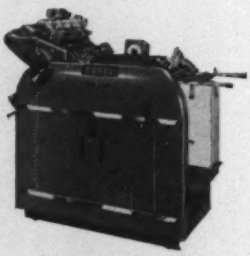
Now they're saving $50,000 a year ...with Multigraph Methods

After carefully analyzing Whirlpool Corporation's requirements for printed materials—forms, manuals, promotional literature, etc.—a Multigraph representative made this proposal: Multigraph Methods could save $50,000 a year on $175,000 worth of printing.

"Too good to be true," said the company and called in unbiased consultants—a printing expert and a CPA. Result: the estimated savings were found to be entirely feasible! Here are some reasons why: inventories would be reduced by gearing quantities produced to immediate requirements. Obsolescence would be largely eliminated. Storage space would be saved. Costs would be cut in many ways.

On the basis of this analysis, Whirlpool Corporation went ahead with the recommended installation . . . and is now actually saving more than $4,000 per month as a result of the Multigraph installation.

Your business, large or small, can gain important cost-cutting advantages through Multigraph Methods. Ask your nearby Multigraph representative to show you how. Or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio.



Multigraph Multilith Offset Duplicator, Model 1250

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*Trade-Mark

Cutting costs is our business

Addressograph-Multigraph

PRODUCTION MACHINES FOR BUSINESS RECORDS

SERVING SMALL BUSINESS • BIG BUSINESS • EVERY BUSINESS

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